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Perspectives on the 1972-73  
Local Initiatives Program  
Experience in Ontario

A Report prepared for the  
Cabinet Committee on Social Development  
The Honourable Robert Welch, Chairman

July 20, 1973





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## Acknowledgements

I would like to express my appreciation to a number of individuals whose assistance in the research of this study was most valuable.

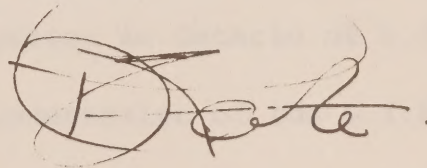
Mr. Jim Beaulieu, Analyst, Program Co-ordination Branch, Ministry of Community and Social Services, was responsible for the compilation of statistics, the development of data programming requirements, and liaison with the Ministry of Transportation and Communications in the tabulation of data relevant to our study.

Mrs. Lili Garfinkel, Community Development Branch, Ministry of Community and Social Services, principle researcher in the study, assumed responsibility for analysis of the Ontario experience in the L.I.P. program and liaison within provincial ministries and branches.

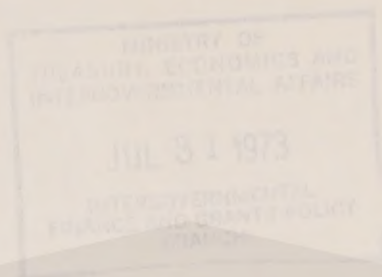
Mr. Mark Trewin, Director, Municipal Subsidies Branch, Ministry of Treasury, Economics and Intergovernmental Affairs. In his role as Provincial Co-ordinator of the L.I.P. Review Process, his advice and information regarding the provincial perspective of the Local Initiatives Program was most pertinent.

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There were many others who assisted, particularly in providing their own unique perspective to our study, including the private and voluntary sector, L.I.P. project employees, and provincial senior staff and program managers.

A handwritten signature in dark ink, appearing to read 'D. R. Cole', with a large circular flourish on the left side.

David R. Cole,  
Co-ordinator, Local Initiatives  
Program Review and Evaluation,  
Social Development Policy Field.



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PERSPECTIVES ON THE  
1972-73 LOCAL INITIATIVES PROGRAM EXPERIENCE IN ONTARIO

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## SUMMARY OF FINDINGS AND RECOMMENDATIONS

### L.I.P. Concept in Ontario

There appears to be consensus among those who have studied or who have been directly involved in L.I.P. type activities that the underlying concepts related to this approach to job creation are valid and should be pursued.

These are:

- stimulate individual initiative
- encourage independence and autonomy
- promote flexibility and creativity
- enable meaningful work
- foster community betterment
- ensure relevance to local perceived community needs

#### 1. Recommendation:

That the underlying principles related to L.I.P. type programs referred to in Finding 1 should be actively pursued by those responsible for policy development at the provincial level not only in respect to job creation and community employment programs, but in respect to the current value system surrounding the institution of work in Ontario.

There appears to be consensus among those who have studied or who have been directly involved in the current L.I.P. program that an attempt has been made to combine the above factors and principles with those involved in more traditional approaches to job creation.

These are:

- short term related to peak unemployment periods
- an attempt to distribute jobs according to regional unemployment patterns
- geared to specific sectors of the work force (i.e. unskilled)
- directed to large scale public works projects
- incentives offered to established industrial sector
- initiative for involvement directed to the institutional sector, rather than the individual, groups and community organizations.





2. Recommendation:

That traditional approaches to job creation such as winter works programs, and innovative approaches of the L.I.P. type, while equally valid, have differing objectives, involve different occupational and client groups, have very different effects on the communities in which they operate, particularly on their social dynamics, and are experienced differently by those involved, depending on nature and content of the work activities being pursued.

Both such approaches to job creation should be pursued concurrently, with no attempt being made to consolidate such approaches, although this certainly should be considered a goal to be pursued.

With respect to the current L.I.P. program, an attempt seems to have been made to combine the first three principles listed above as being common to traditional work employment programs with those principles described as being inherent to the nature of the L.I.P. concept. It would appear that these factors may not be complimentary and in fact, may be contradictory.

For example, it seems unrealistic to assume that one can stimulate individual initiative, and encourage independence and autonomy within a strict time frame, in this case related to peak unemployment periods. While there appeared to be some success in stimulating individual initiative, indicated by the commitment which the L.I.P. employees had towards their tasks, there was insufficient time to enable them to achieve a significant degree of independence and autonomy with respect to their work activity.

3. Recommendation:

That any future L.I.P. type program, initiated at either the federal or provincial level, take cognizance of the shortcomings identified above.





## L.I.P. Design and Planning

The Local Initiatives Program was conceived and designed at the federal level through the Department of Manpower and Immigration.

### 1. Recommendation:

That future L.I.P. type community employment programs conceived at the federal level be designed in co-operation with provincial and municipal governments, and those private and voluntary agencies at the local level likely to be directly affected by such programs.

There appears to have been little provincial involvement in the initial planning stages. The provinces' role being seen mainly as one of providing advice and consultation to a federal program proposal.

### 2. Recommendation:

It is recommended that the involvement of the provincial and municipal governments, private and voluntary agencies at the local level go beyond the level of advice and consultation but involve full participation in initial design and planning.

In the design of the 1971-72 program, the role of the province was:

to approve all projects submitted by municipalities, school boards, and hospitals. In 1972-73, however, in addition to this role, the provinces were invited to become involved in the administration of projects submitted from the private sector, individuals, community groups and organizations.

### 3. Recommendation:

That responsibility for program implementation be shared by the three levels of government in co-operation with the private sector.





At the time of the request for increased participation in the administration of L.I.P., criteria respecting project selection had already been announced by the government; regional priorities had been determined, approximate budget allocations for the program by provinces and regions within provinces had been decided.

4. Recommendation:

That determination of the factors involved in such mechanisms as the development of criteria, regional priorities, project content, starting and termination dates, project applications, employment target group, method of selection, etc. should be determined in co-operation with the three levels of government and the private sector, and should be developed with sufficient flexibility to accommodate unique local needs and priorities regarding the above factors.

It would appear that there was no municipal or community involvement in the design and planning of the 1972-73 L.I.P. program.

The province accepted the invitation to participate in the implementation, noting at the same time their concern regarding the program design and content for an expanded role regarding privately sponsored projects.

5. Recommendation:

It is recommended that the nature and extent of future participation by the province in any future L.I.P. type program be predicated upon having involvement in design and planning as noted above.





While the 1972-73 L.I.P. program included both the traditional make work municipally sponsored projects and projects initiated and sponsored through the private sector, the effort was primarily directed toward the latter. The major objective of the program, however, was job creation with social benefits accruing from such work activity being of secondary importance.

6. Recommendation:

That an effort be made to retain both traditional and innovative community employment programs, but they should be administered as separate and discrete entities, being different in concept, objectives, identification and administration.

The role of the provinces was limited to an appraisal of those projects being considered for approval.

In view of the lack of involvement by the provinces in the design and planning of the 1972-73 L.I.P. program, they requested and were granted a limited role comprising the review of all privately sponsored projects which were being considered for approval by Canada Manpower from a provincial perspective.

7. Recommendation:

In the event that the province did not seek or was unable to obtain full and early participation in the initial design and planning stages, a limited role involving liaison and communication only should be sought, excluding administrative responsibility related to evaluation according to provincial perspectives and jurisdiction.

There was no formal input sought by the federal government at the municipal or community level for a similar role in the evaluation and consideration of all private projects.

8. Recommendation:

It is recommended that in any future L.I.P. type community employment program local advisory boards with representation from the three levels of government and the private and voluntary sector be established with the responsibility of reviewing and approving all project applications.





There was no formal agreement made for assessment or evaluation of the 1972-73 program from a provincial or local community perspective.

9. Recommendation:

That responsibility for assessment of any future L.I.P type program be directed at the federal level, in co-operation with local advisory boards, and the provincial and municipal governments.





Findings and Recommendations Related to Administration and Implementation  
of the L.I.P. Program in Ontario 1972-73

While the province agreed to a review of all privately sponsored and initiated L.I.P. projects, as well as continuing their role of approving all municipal projects, no specifics with respect to the nature, process, or content of the review were determined. Agreement was reached only that the provincial co-ordinator named by the province would act as the provincial liaison with the Canada Manpower Regional Co-ordinator.

1. Recommendation:

In any future L.I.P. type federally initiated community employment program in the implementation of which the province agrees to participate, it is essential that the nature and content of the provincial role form an integral part of the federal administrative process.

Since there was existent a role and liaison regarding municipally sponsored L.I.P. projects, involving provincial assessment and approval, the retention of the provincial co-ordinator within the Municipal Subsidies area appeared to be warranted. However, in view of the fact that the 1972-73 criteria were primarily directed towards privately sponsored projects within the social service, recreation, and cultural areas, policy field co-ordinators were also named to assist the provincial co-ordinator in the design and implementation of the review process.

2. Recommendation:

We recommend that provincial co-ordination and liaison in any future L.I.P. type community employment program be the responsibility of a co-ordinating committee comprised of representatives of those ministries concerned with job creation, employment, community services, and cultural activities, i.e. Treasury, Economics and Intergovernmental Affairs, Labour, Community and Social Services, and Colleges and Universities.

The provincial co-ordinator and the Social Development Policy Field co-ordinator were charged with the responsibility of evaluating the review process in the 1972-73 L.I.P. experience in Ontario.

3. Recommendation:

That careful assessment and evaluation of community employment programs of the L.I.P. type be considered essential and should form an integral part of the program design as indicated above.





While it was understood by the province initially that their request for a 7-day period in which to complete the review was accepted, it was subsequently learned that only 48 hours was being allowed by Canada Manpower for comments with respect to individual projects.

4. Recommendation:

It is recommended that in any future L.I.P. type program that provincial input be sought through the local advisory committees suggested in the section on Design and Planning in order to obtain relevant and informed opinions within an acceptable time frame.

While the province retained the right of approval or rejection of municipally sponsored projects, all decisions regarding approval or rejection of privately initiated projects were made by Canada Manpower. Provincial review data was submitted to the federal government with the expectation that this data would be taken into consideration by Canada Manpower in determining project approval or rejection.

5. Recommendation:

It is recommended that provincial input into project application selection be made through the provincial representative serving on the Local Advisory Committee described earlier.

It was agreed at the provincial co-ordinator's level that only those privately initiated and sponsored projects which were being seriously considered by Canada Manpower would be submitted to the province for review.

6. Recommendation:

We recommend that all L.I.P. type applications be initially reviewed, assessed, and selected by the Local Advisory Committee referred to above.





The 1972-73 L.I.P. adopted a four month submission period extending from October until December 31st in which to receive project applications. Throughout this period and for some weeks after the closing date, applications were assessed and projects were approved or rejected. Some projects were begun at the beginning of November, others not until February.

This procedure did not enable the 'best' projects to be selected from a total group of applications, but rather involved selecting the best projects from any existing batch already received. From an administrative point of view, the process of selection and approval was extended over a six month period. This appeared to be an unnecessary cumbersome selection procedure of questionable effectiveness in selecting the best applications and hampered the efforts of administrative staff in attending to the needs of projects which were underway.

7. Recommendation:

That in the design of any future L.I.P. type program the period for submission of applications be such that all applications may be received before the starting date of any project such that the 'best' projects may be selected from the total number and the selection process be confined to a brief period freeing staff to concentrate on the operation of the program itself.

While the Municipal Subsidies Branch based their approval of projects on the complete and original L.I.P. application submitted to them, the review of private L.I.P. applications was based on short precis of the application information.

8. Recommendation:

We recommend that all original completed applications be submitted to the Local Advisory Committee for their review and selection.



STATISTICAL FINDINGS, COMMENTS AND CONCLUSIONS REGARDING  
THE REVIEW PROCESS AND IMPACT ON PROVINCIAL PROGRAMMING  
AND BUDGETING OF L.I.P. IN ONTARIO 1972-73

1. As of March 15, 1973, there were 1,249 approved L.I.P. projects operating in Ontario. The total federal contribution towards these projects amounted to \$24,781,995. Within the time frame adopted in the L.I.P. program, 50,459 man-months of employment were generated. See table 1, Appendix I for a complete statistical breakdown.
2. The Ontario Government reviewed a total of 1,301 L.I.P. proposals. Only 4% of those proposals were subsequently rejected by the Federal Government. The 1,249 approved projects, therefore, represent 96% of all projects reviewed. The small percentage of rejections can be attributed to the fact that the projects were pre-screened by Canada Manpower, and only private projects classified as "intended approvals" were forwarded to the province for review. (See table I, Appendix I ) for detailed analysis.
3. Analysis of all approved projects by activity can be found in Appendix I, table I. This table indicates that 52% of all approved projects involved social service functions of various kinds. Twenty-one per-cent of projects are classed as recreational, involving activities related to both facilities and programs. Eleven per-cent involved cultural projects including historical site restoration activities, theatre, music, arts etc. Seven per-cent of project activities involved research related to a variety of subject areas. Eight per-cent of all projects were classed as including general construction, renovation and repair activities.

It is clear from this breakdown that the 1972-73 L.I.P. most significantly affected the programs within the Social Development Policy Field with approximately 80% of L.I.P. program funds (21,817,387.00) and 80% of all approved projects (1113) involving social development activity.

It should be noted that while these percentages may appear to differ from the data presented in table II, the data base for the two tables is not the same and the two tables are intended to reflect different information.

Included in table I is a breakdown by project activity of the 247 municipally sponsored projects reviewed by T.I.E.G.A. as well as 66 projects reviewed by the Natural Resources and Justice Policy Fields as well as 75 projects never received by the Province for review.





While these projects may have been reviewed by the above agencies, due to the nature of the project, most of the activities involved, as a result of the original criteria set down by Canada Manpower, were related to the Social Development Policy Field.

Analysis of, and conclusions from, table II are discussed later.

### Conclusion.

An assessment of the effectiveness of the projects with respect to the needs of the client groups served and their perception of services received is indicated. Questions relating to the lack of accountability implicit in the L.I.P. model, duplication of services, lack of co-ordination of services, identification of gaps in existing services, and future development of innovative new approaches in the delivery of social services are raised as well.

While this study does not attempt to assess activities at the project level- the skills of those employed in L.I.P. projects and the relationship of this particular work group to current employment needs is another area requiring analysis.

The need for the involvement of the Social Development Policy Field in future community employment ventures seems obvious.

4. Table II indicates a breakdown of all projects approved in Ontario by Policy Fields, and T.E.I.G.A. A further breakdown for the Social Development Policy Field, shows projects reviewed according to Ministry and Branch programs and activities. This detailed breakdown was not available from T.E.I.G.A. and was not requested from other Policy Fields in view of the small number of projects involved.

Municipally sponsored projects reviewed by T.E.I.G.A. accounted for 20.4 (247) of all projects approved although most of these, as a result of the Canada Manpower criteria, involved activities related to social development programs. The Resources Development and Justice Policy Fields accounted for 3.9 and 1.5 per cent of approved projects respectively. Again, many of these involved activities related to the Social Development area. e.g. recreation, rehabilitation, culture.

Sixty-seven per cent of approved projects were directly related to programs and activities within the Social Development Policy Field. The Ministry of Community and Social Services accounted for 48.9 per cent of all projects reviewed within the Social Development Policy Field.





### Conclusions

While the program impact of L.I.P. has been difficult to specifically assess, it is clear that the financial impact of L.I.P. funding on provincial jurisdiction and objectives is substantial, particularly within the Social Development Policy Field and most significantly within the Ministry of Community and Social Services.

As is indicated in table II, some programs within the Social Development Policy Field have been overwhelmed by the funding appropriated for these activities within a six-month period. The federal funding allocated to some program areas was at times, equal to, in some cases more than, and on occasion, several times, the total budget allocated by the province for the same programs. e.g. the Ontario Council of the Arts, Ministry of Colleges and Universities, Community Development Branch, Indian Community Branch and Sports and Recreation Branch, all of the Ministry of Community and Social Services.

5. Table III presents the distribution of approved L.I.P. projects in Ontario according to provincial planning regions. The largest number of projects were found in the Central Region representing 48.9% of the total. The Eastern Region received 16.3%, the South Western Region, 13.6%, the North Eastern Region 13.0%, and the North West 8.2%. It was originally stated that an attempt would be made to correlate unemployment statistics with the regional distribution of L.I.P. projects. This has not been possible since employment statistics are not available in this form.

### Conclusions

While it is not possible to draw specific conclusions from this data, there appear to be some questions raised with respect to the success of the Local Initiatives Program in meeting the stated primary objective of job creation, according to areas of high unemployment.

We feel it points out the need for careful consideration to be given in planning future such community employment programs with respect to regional manpower needs, type of employment available, skill level of the unemployed labor force, and content of work activities reflecting regional needs.

6. Table IV, (See Appendix I) indicates the distribution of projects by Planning Region according to type of activities. In all regions the largest number of projects were of the social service type ranging from 56% in the Central region to 43% in the North East region. This was followed by projects classed as Recreational ranging from 33% in the North East region to 17% in the South West region.



Projects in the research, cultural and 'other' categories were all under 15% in all regions with the exception of the 'other' category in the North West region.

### Conclusion

What is perhaps most significant about this data is the relative similarity in the nature of project activities among all regions. This would appear to suggest similarity of need, skills available, employment patterns, etc. In fact, it is generally accepted that these regions differ considerably in these respects. Of particular note in this regard is the high percentage of social service projects in the Central region, considered to be well serviced relative to other parts of the Province, and the corresponding high percentage, relative to other regions, of the 'other' category in the North West. In the latter case, it would appear that the program more closely approaches need for employment of the 'unskilled' group, since 'other' included projects primarily of a labour intensive type related to construction, renovation and repair.

7. Table V indicates the breakdown of rankings made by program managers according to the procedure described in Appendix III. It also classifies the projects by application type in the following manner:

- Application type 1 - those projects received and reviewed after prior federal approval.
- Application type 2 - those projects reviewed and subsequently approved by the federal government
- Application type 3 - those projects reviewed and subsequently rejected by the federal government.

Table V, figure 1, illustrates the impact of the provincial rankings on the federal decision-making.

66% of all approved projects were ranked either "1" or "2" in terms of their relevance to provincial program objectives by the senior staff. This seems to indicate concurrence with the program objectives and tacit approval of the majority of projects reviewed.

Only 23% of the projects received a mid-range ranking, indicating neither approval nor disapproval, with only 11% of all projects reviewed receiving low rankings of 4 or 5. It is important to note, however that 23% of all projects reviewed were approved by Canada Manpower prior to being received by the provincial government.

Table V, figure 1, indicates the impact of the review and ranking process. There appeared to be general accord with respect to these projects given a ranking of "1" or "2" by the province in view of the fact that only 15% of projects so ranked were subsequently not approved by Canada Manpower. This would also appear to be the case with projects ranked "3", with only 7% being ultimately rejected.





However, projects given a low ranking of "4" were subsequently approved in all cases, and those given a ranking of "5" were approved in 96% of the cases, comprising 75 projects.

### Conclusion

In view of the fact that 23% of all projects were approved prior to receipt by the province for review, and that in those cases given low rankings, 96% were ultimately approved, the influence of the provincial review on federal decision making is questionable. At the same time there appeared to be consensus in the majority of proposals given a high ranking by the province and ultimately approved by Canada Manpower. There does not appear to be any direct evidence for assuming that this consensus was achieved as a result of the review process.

In view of the fact that 66% of the projects received rankings by senior staff which would indicate concurrence with provincial program objectives, the popular perception that L.I.P. projects are not viewed positively from this perspective appears unfounded.

8. In table VI (Appendix I) an attempt has been made to determine whether or not the review process was successful in fulfilling the commitment agreed upon to provide provincial input within a prescribed time frame. As is indicated in the section on Administration and Implementation, the review process was designed according to the originally perceived agreement of 7 days to review each project. In order to ensure compliance within the 7 day period, a 4 day review process was devised, thereby establishing a 3 day grace period. In actual fact, the province had only 2 days within which to review each project. When this was ascertained, the 4 day system was already in effect, and it was considered impossible to compress the review process to less than the 4 day period.

Table VI indicates that the average time involved in processing this sample within the provincial government, was 5.6 days with the average time within reviewing units being only 2.3 days. Of the 628 applications included in the sample, 60% failed to meet with time deadlines imposed.

### Conclusion

It would appear that the lack of impact on federal decision making, indicated in Table V, illustrated in figure I, and discussed above, is directly related to the inability of the review process as designed to provide input within the time frame imposed.

It should be pointed out that the success with which review units met the time constraints placed on them is most laudable, and reflects the high degree of cooperation and interest taken by senior staff and program managers in the process. The failure of the review process to meet its own objective of a 4 day turnaround time is attributed to the complexities involved in the process prior and subsequent to being received within ministries.



## INTRODUCTION

In this study we have examined the role of the Province of Ontario in the 1972-73 Local Initiatives Program. Our analysis traces the provincial role in L.I.P. from the initial request for additional involvement to the development of the review process utilized in three policy fields, Resources, Justice and Social Development. We have examined the impact of the provincial review on the federal decision-making process, the attitudes of branch directors regarding the review process, their estimation of its value, and the impact of L.I.P. itself on their programming and future planning. We have examined the viability of social service delivery on an ad hoc basis, and the concept of combining employment programs with social service delivery.

Statistical data indicates the financial impact of the Local Initiatives Program in Ontario, the number of jobs created, the man months of employment, type of projects and regional distribution. The efficacy of L.I.P. as a job creating measure will be analyzed in terms of provincial unemployment statistics.

The proposal rankings assigned by program managers to over 1,200 projects have been assessed according to their effect on federal decisions regarding approval or rejection. Data is presented as well to indicate the effect of the 48 hour time frame in which to provide input into this process.

### Study Terms of Reference and Objectives

1. To assess the implications of the 1972-73 L.I.P. experience in Ontario on Provincial Government programs, budgeting, and policy.
2. To evaluate the impact of the 1972-73 L.I.P. review process carried out by the Ontario Government on Federal Government decision-making.
3. To assess the effectiveness of the process of review and co-ordination within ministries and between the Federal and Provincial government.
4. To make recommendations for possible provincial policy considerations and future agreements relating to the above.





## OVERVIEW

This section provides a brief synopsis of the Ontario experience in the Local Initiatives Program 1972-73. The overview follows the format used throughout the report. The areas of concern to be examined in relation to Ontario's role in L.I.P. are:

- a) The L.I.P. Concept - This refers to the underlying rationale and aims of the L.I.P. program.
- b) Design and Planning of L.I.P. in Ontario - An examination of the development of L.I.P. in Ontario as it related to both the federal and provincial levels of government.
- c) Implementation and Administration of L.I.P. in Ontario, 1972-73 - This section deals primarily with the provincial response to the direction of the L.I.P. program determined by the federal government, the review process established and statistical data reflecting the impact of the provincial role in the federal decision-making process.
- d) Findings - The major principles and factors underlying the L.I.P. concept, a description of the provincial role in the 1972-73 L.I.P. program, views of senior staff, and the resulting impact on provincial programs, regions, and budgeting are described in this section.
- e) Recommendations - Recommendations for participation by the province in any future L.I.P.-type program are developed in this section based on the findings related to concept, design and planning, implementation and administration, and impact on provincial programs, regions and budgeting.

## The L.I.P. Concept

Seen as an approach to encouraging and supporting innovative employment ventures arising from needs perceived at the local level, the L.I.P. rationale is a sound one, and should be pursued vigorously at all levels of government. It is true that L.I.P. funding has fostered the creation of effective programs in such varied areas as health and social service delivery, community service, cultural development, and recreation.

It has allowed individuals to engage in meaningful work activities in an effort to improve the quality of life in local communities. It has effectively developed an autonomous and creative style in the organization of projects and the delivery of service.



However, it has also produced a proliferation of services indiscriminately, without consideration of implications for social planning, quality of service, or the impact of short term community services on workers, clients and the existing service system.

What has prevented L.I.P. from becoming a successful and integral part of the community service delivery schema is its origin in a job creation program geared to peak periods of unemployment. The possibility of stimulating community-based innovative programming was secondary to the prime objective of creating jobs.

Since the peak unemployment periods are generally of a 6 month duration, L.I.P. sponsored projects had only a short period of time within which to expedite their objectives. This limited time span is most problematic for social service, recreational, and cultural development projects which are spontaneously introduced into a community, and just as abruptly terminated.

It is obvious that despite the primary objective of job creation and economic stimulation, the impact of L.I.P. and similar work incentive programs on social development is of equal if not greater significance.

#### Design and Planning of the L.I.P. Program in Ontario, 1972-73

The role of the provinces in the initial L.I.P. program was a limited one. Their sole function was to approve all projects submitted for funding by municipalities, school boards, and hospitals.

Decisions related to project applications emanating from the private sector, community groups, and individuals were made regionally by federal Canada Manpower officials, with final approval determined in Ottawa.

It was evident to the province in the 1971-72 campaign, that a large proportion of the projects were in the area of social service, community, health, and cultural activities. Previous experience relating to these types of projects on the part of the province had indicated that these ventures met with difficulty and frustration on termination of their L.I.P. funding.

In 1972-73, Canada Manpower altered and expanded the L.I.P. criteria to specifically encourage privately sponsored and initiated projects of community service. At no time in the development of these criteria was the province consulted, nor did the communities or municipalities which would be potentially affected by these types of projects have any input in the planning of the 1972-73 L.I.P. program. The province's role was limited to one of advising Canada Manpower of their impressions of the program already underway.





The province, on invitation, requested and received an increased role in the approval of all private L.I.P. projects. The province decided to accept this role despite the fact that the criteria had already been determined, dates and project timing announced, approximate budgetary allocations by region had been fixed, and all details relevant to the program had been determined by the federal government.

#### Administration and Implementation of the Provincial Role in L.I.P. 1972-73

The role of the province in the approval of all municipally sponsored L.I.P. projects remained unchanged, but the role of the Director of the Municipal Subsidies Branch was expanded to include not only the administration of the provincial function in relation to municipally sponsored L.I.P. proposals, but also to include the role of Provincial Co-ordinator, with responsibility of liaison with Regional Manpower officials respecting both municipal and private projects.

Policy field co-ordinators were appointed to assist the provincial co-ordinator in the development of the provincial review process.

It was understood that the province would have seven days within which to review each L.I.P. application, however, it was subsequently learned that only forty-eight hours would be given to do so.

The Social Development Policy Field Co-ordinator developed a review process utilizing the resources and knowledge of thirty-five contact persons in those ministries in the Social Development Policy Field. Within an eight week period almost 1,100 projects being considered for approval were reviewed.

The rankings made by the reviewing officers were based on short precis adapted from the L.I.P. application form provided by Regional Manpower officials. The rankings represented the provincial assessment of projects as to their viability, in terms of regional priorities, ministry, and branch perspectives.

The provincial review commented on the projects from the perspective of the activities described rather than in terms of employment trends or needs.

It was expected that provincial viewpoints, comments, and concerns would be taken into consideration in the final decisions as to project approvals or rejections, finalized in Ottawa by Canada Manpower officials.



It is apparent that the provincial review of privately sponsored L.I.P. applications had only limited effect on the federal decision-making process (see Table ). In general, the review process was seen as a frustrating one for reviewing officers for this and a number of other reasons described more fully further on.

Certainly, the review process conducted by the province for the 1972-73 L.I.P. increased communication and knowledge regarding types of projects, number, and location among ministries and staff. However, as a determining factor in the decision-making process, the provincial review must be termed a failure.





## Methodology Utilized in the Evaluation of the 1972-73 L.I.P. Experience in Ontario

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The methodology utilized in the evaluation of this year's provincial experience in the Local Initiatives Program can be described according to the format utilized throughout this study: The L.I.P. Concept; Design and Planning of the L.I.P. program, and Administration and Implementation of L.I.P. in Ontario.

L.I.P. Concept - The underlying concepts relating to the nature of community employment programs, the focus of community based innovative programming, their relationship to traditional unemployment measures, and the scope of prevailing attitudes towards the work ethic were reviewed and analyzed in current pertinent publications, commentaries, studies, and books (see Appendix 9). The attitudes and findings reflected in these sources was applied to the Ontario L.I.P. experience, and the dominant trends and recommendations were then developed.

Design and Planning - The background to the development of the L.I.P. program at the federal level was analyzed through information available in the Social Development Policy Field co-ordinator's office. Interviews were held with both the Regional Canada Manpower L.I.P. co-ordinator, and the Provincial L.I.P. co-ordinator to determine the details and stages of the development of co-ordination at the two levels of government. Findings, Conclusions and Recommendations relating to Design and Planning were based on these sources of information.

Administration and Implementation - Almost 1,300 project application précis were coded for computer analysis. The data base is fully described and expanded in the section following this one, and in Appendix 7). An interview schedule was developed (see Appendix 6), with a view to eliciting the reactions of thirty-four contact persons involved in the review process to the L.I.P. concept, their perceptions of the impact of the provincial review on the federal decision-making process, and their impressions of the impact on provincial program and budgeting and/or future policy.



L.I.P. EVALUATION DATA BASE \*

The problems encountered in attempting to build a reasonably accurate data base for the study are discussed below according to the field on the data cards. Occasional references are made to particular difficulties with respect to the data sources. Limitations on data analysis include the amount and types of information involved, its accuracy, and its accessibility. All three limitations have been operative in our evaluation report. Complete information was not available for all L.I.P. projects approved by the federal government or reviewed by the provincial government. Rejected applications are particularly suspect since the relevant information contained therein was not checked by the federal government for validity and appropriateness prior to forwarding it to the provincial government for review. Basically we were confined to data in the hands of the provincial government given the fact that the federal government had contractual obligations to maintain a confidential stance with respect to information submitted by L.I.P. applicants. With the exception of accessibility, the same factors were operative within the provincial government and were compounded by less-than-adequate record systems.

\* See Appendix 7 for details regarding programming requirements.

The problems outlined required the processing of available data in a manner which would maximize the benefits of our analysis. To this end we established eight basic categories of application types to correspond roughly with either the source of the data or the degree of completeness of the data available to us. Thus while it was possible to include all approved projects in our study, 97% of these also had review data to work with. This was also the case for applications reviewed after the final federal decision, applications never received by the provincial government, etc. Our analysis then is based on an exceptionally large sample (97%) but does not include the total number of applications. In this respect, all empirical inferences contained within this report are acceptable under the most strict criteria governing statistical inference.

An early decision to computerize available data proved to be, in retrospect, very beneficial. The logical requirements of utilizing a computer served to reveal a number of deficiencies in the data base as outlined earlier.

Approximately 1,400 individual L.I.P. applications were coded for punched card input. With the relatively sparse information for each application, a number of tables were generated to yield simple numerical correlations among most data fields. In addition, common statistical averages, a few frequency distributions and a major listing of all applications were generated.





## SOURCES OF DATA INFORMATION

1. Community Development Branch, Ministry of Community and Social Services

Basically this source provided all coded data relating to L.I.P. applications which were to be reviewed by the three policy fields. Approximately 65% of these applications pertained to the Social Development Policy Field, particularly with respect to the Ministry of Community and Social Services. Applications reviewed by the Justice and Resources Development Policy Fields were filed separately, and verified with the respective policy fields.

2. Treasury, Economics and Intergovernmental Affairs

Applications from municipalities were processed by Treasury, Economics and Intergovernmental Affairs, Municipal Subsidies Branch. These were coded in their offices.

3. Federal L.I.P. Co-ordinator

Seventy-five or 6.2% of all L.I.P. applications apparently were never received by the provincial co-ordinator. Upon request, the necessary information was provided by the federal co-ordinator.

4. Federal Listing of Approval Projects (15/3/73)

This latest item was received in early May and was instrumental in improving the relevance and validity of our report. Basically, it provided a means of checking the validity of our data with respect to approved applications in terms of man-months and total federal contribution.



DATA LIMITATION

1. Project Number, Columns 1-5

This control number consists of the letter K and four digits and originates with the federal government. Upon receipt of non-municipal applications from the federal co-ordinator, TEIGA assigned a four digit provincial code to each application. This tended to become very confusing later. Within the Community Development Branch, the first 200 applications were filed according to the provincial code and thereafter by the federal code. In TEIGA all approved municipal applications were filed alphabetically by municipality only. Within the provincial government there was never a complete consistent filing system of all L.I.P. applications received for review. Apparently these segregated files served respective administrative needs adequately although an adequate cross-reference control system was never devised.

2. Application Type, Columns 1-5

The lack of uniform data respecting all L.I.P. applications required some method of treating the data according to need and availability of information. The use of application is explained further under methodology.

3. Proposed Number of Jobs, Columns 7-9

This information was available for all applications and is a six month average of proposed jobs as stated on the application forms. Thus, if in three months of the six month period covered by L.I.P. six persons were to be employed, this was recorded as one job for the entire six month period. Thus, the total of the proposed number of jobs created in any given month could have been substantially higher. For this reason as well as the fact that the federal government has not published statistics in terms of the number of jobs created, this statistic has not been used although it was coded for purposes of completeness.

4. Planning Regions, Column 10

The five planning regions used here are only at the proposal stage within the provincial government and, if adopted, would replace the existing 10 economic regions. Unfortunately statistics covering unemployment, population, etc., are not generally available for these 5 regions. Moreover, federal unemployment statistics are collected on the basis of seven regions in Ontario, one of which extends partly into Quebec. In retrospect, it would have been useful to also code all applications according to either the seven federal employment regions or the ten provincial economic regions.





5. Proposed Number of Man-weeks, Columns 11-14

As per item 3 above.

6. Requested Federal Contribution, Columns 15-20

As per item 3 above to the nearest dollar.

7. Federal Contribution, Columns 22-27

This records the actual federal contribution made to approved projects as indicated in the federal listing of approved projects as of March 15, 1973. Discrepancies between this amount and that recorded in item 6 above are a result of either the federal government decision to only partially meet the request for funds or alternatively because the application request included expenses which were not appropriate under the terms of reference. For rejected applications the amounts in items 6 and 7 are always the same.

8. Project Type, Columns 28-29

This information was generally available.

9. Review Data, Columns 30-42

Review data was coded only for those applications reviewed by the Social Development Policy Field. Similar data was not available for municipal applications and generally inadequate for the other two policy fields. Generally, the review data was adequate although in certain instances the review data was incomplete or absent entirely.

10. Status of Application, Columns 43-48

Prior to the release of the federal listing of approved projects, there was no complete list of approved L.I.P. projects in the Province of Ontario. The status of most projects could be determined with reference to one or more files but, in light of intended co-operation between the two levels of government with respect to the status of each application, there is room for improvement from both an administrative and information viewpoint. With respect to applications outside the Social Development Policy Field, project status and date of approval/rejection had to be pulled together from various sources.



11. Related Number of Man-months, Columns 51-53

No problems generally.

12. Date Received by Federal Co-ordinator, Columns 54-58

This item caused considerable coding problems. In instances where the federal co-ordinator has listings of reviewed projects with a date of receipt stamped on it, that date was used. Otherwise, the date of the covering memo from TEIGA was used where available.

13. Forwarding Date, Columns 59-78

Generally, the information was available only for the Social Development Policy Field.





L.I.P. CONCEPT IN ONTARIO 1972-73

The Local Initiatives Program created by the Department of Manpower and Immigration has been described from its inception as being primarily a job creation program. As such, its development and implementation has been profoundly affected by traditional approaches to job creation. Great emphasis was placed on the inclusion of factors such as:

- a short term mandate imposed at peak unemployment periods
- job distribution in accordance with regional unemployment patterns
- an attempt to gear the program to specific sectors of the work force (i.e. the skilled, the long term unemployables, and welfare assistance recipients)

"L.I.P. has developed at a time when substantial changes are taking place in the nation's economic and social fabric. There is little question that they resulted chiefly from the pressures of economic circumstances and were offered as a substitute for unemployment." (1)

However, manifest in the L.I.P. program as interpreted in 1972-73 was the support of those projects whose activities were directed towards activities such as community and social service ventures, cultural development programs, and the provision of recreational services.

The nature of the projects acceptable to Canada Manpower, and the benefits implicit in the provision of those services described above, however, was secondary to the overriding objectives of job creation, consideration of regional employment priorities, and certain sectors of the labour force.

The creation of a program comprising such divergent objectives, affecting such differing client groups, and impacting at the community level in such different manners was destined to precipitate some very serious questions as to its viability both as an effective alternative in the delivery of necessary social services, and as an effective job creation mechanism.

According to the Regional L.I.P. Co-ordinator, approximately 13,000 jobs were created by L.I.P., a large proportion of which were directed towards those activities currently being pursued through the Social Development Policy Field. While profiles are not available which describe the characteristics of L.I.P. workers in terms of skill level, education, age, etc., it seems reasonable to assume that some considerable degree of sophistication appears necessary to engage in activities related to social service delivery, community service, cultural endeavours, etc. For the most part these individuals could likely have been absorbed into the mainstream of the work force, while the group most in need of employment, the unskilled,

(1) David P. Ross, "The Future Course of Work Opportunity Programs," ...p. 1.



would find it difficult to organize and administer projects of this type. Statistics indicate that only 8% of the L.I.P. activities could be classified as "unskilled" labour relating to construction projects, clean-up, etc.

L.I.P. seems to have attracted a new breed of worker - i.e. those who place intrinsic reward from meaningful work activity over traditional work incentives related to external economic and material gain.

L.I.P. has allowed individuals to take on the responsibility of filling in some gaps in the existing services field. However, their short mandate to implement these services has created frustration and disappointment to both the project employees and their client group. Their job is rendered transitory by the funding limitations, yet the need is long term and their commitment is continuous. The structure of the L.I.P. program has thereby precipitated the development of a multitude of social services, irrespective of the quality of service being provided or existing social planning priorities.

While the concept of stimulating innovative programming in response to locally perceived needs is an excellent one, its origin in what was essentially a job creation program rendered its value as an innovative mechanism of service delivery questionable. Conversely, the attempt to apply work incentive concepts to social service delivery functions generally did not achieve the objective of job creation for those who were most in need of employment opportunities.

#### RECOMMENDATIONS RE L.I.P. CONCEPT

1. Inherent in the concept of generating innovative community based employment ventures are a number of basic values. The L.I.P. approach allows individuals or groups to initiate activities independently, and according to their own field of interest, expertise and knowledge. An attempt is made to respond to needs perceived at the local level, through the work of individuals, groups, or associations.

Ideally, in such a manner the L.I.P. approach fosters community betterment, while at the same time enabling people to become involved in meaningful work of their own design, independent of the "established" agencies, government branches, etc.

This approach to job creation relates not only to the nature of the activity pursued, and the concept of employment creation but, more meaningfully, to the whole philosophy surrounding the work ethic. In achieving independence and displaying creativity, L.I.P. employees have been rewarded primarily by a sense of fulfillment. Monetary benefits are limited, and are seen therefore as of secondary importance.





It is recommended that these underlying principles related to L.I.P.-type programs be actively pursued by those responsible for policy development at the provincial level, not only in respect to job creation and community employment programs but in respect to the current value system surrounding the institution of work in Ontario.

2. An attempt has been made in the 1972-73 L.I.P. program to combine the principles related to the stimulation of innovative and meaningful work activity with principles common to traditional employment creation programs.

Whereas it is feasible to co-ordinate short-term employment programs according to peak periods of unemployment, in consideration of specific regional unemployment statistics, and specific sectors of the work force, such an approach is most workable when applied to the industrial sector of the employment market and to major institutions and organizations.

Social and community service activities often require a relatively high degree of skill and expertise. They also require more than short term involvement.

While each approach is singularly valid, in combination as with L.I.P. neither objective is completely fulfilled.

It is recommended that both such approaches to job creation be pursued concurrently, with no attempt being made to consolidate these approaches, although this certainly should be considered a goal to be pursued.



DESIGN AND PLANNING OF L.I.P. IN ONTARIO 1972-73

1971-72 Previous Role of the Province of Ontario

In 1971-72, the total L.I.P. budget was \$150 million, supplemented by \$30 million to cover the costs of a four month extension of 1,400 projects. Of this amount, approximately \$26 million, including grants appropriated for extensions were invested in the province of Ontario. The only involvement which the province had at that time was the responsibility for the evaluation and approval of 294 projects submitted by municipalities, school boards and hospitals. This was handled by the Department of Municipal Affairs (now part of the Ministry of Treasury, Economics and Intergovernment Affairs), Municipal Subsidies Branch. Inherent in this task was the opportunity to veto projects where it was felt the municipalities could not financially support services, or where proposed projects were already underway and additional employment would not be created.

There was no role developed at the time for the province in the assessment of L.I.P. activities initiated and sponsored by private individuals, agencies or voluntary associations.

The 1972-73 Local Initiatives Program in Ontario

The 1972-73 Local Initiatives Program was developed at the federal level by the Department of Manpower and Immigration. The task of approving all projects submitted by municipalities, school boards and hospitals was retained by the province, with specific responsibility accorded to the Municipal Subsidies Branch of TEIGA. In view of the unique commitment of this branch toward the ongoing financial and program stability of local municipalities, the delegation of this function to the Municipal Subsidies Branch was an appropriate one.

The L.I.P. criteria respecting projects initiated and sponsored by the private sector, voluntary and private agencies and individuals were directed to the encouragement of those projects whose activities were primarily of a social service and/or community betterment nature, and those functions related to the development of cultural and recreational programming. (see 1972-73 L.I.P. Criteria Appendix 2 ).

The L.I.P. criteria were formulated independently by the federal government, with no input by the provincial and municipal levels of government or the private and voluntary sectors. The province was invited only to advise and consult with the federal government respecting the completed Local Initiatives Program policy.





Although the province had no input in the establishment of criteria for L.I.P., it was apparent that these criteria could precipitate the creation of projects having a pronounced effect on existing local social services. It was decided therefore that some attempt be made by the province to provide input to the project selection process through formal liaison with Canada Manpower to ensure that those projects of greatest benefit to communities might be approved while complying with the generally stated overriding federal objective of job creation.

For a number of reasons outlined in the policy submission prepared in October 1972 regarding possible roles to be sought, the province requested and were granted a limited involvement. This was essentially an opportunity to review and make comments from a provincial perspective on all privately initiated and sponsored projects in addition to the existing approval authority regarding municipally sponsored projects.

#### Findings and Recommendations Respecting Design and Planning, Local Initiatives Program, 1972-73

If the provincial and municipal governments are to be at all effective in an advisory capacity, their role must begin with early consultation and active involvement regarding determination of any future criteria for L.I.P.-type programs. Anything less than that is "after the fact", a situation where the province and municipality are only reacting to established policy. Given the added dimension in the 1972-73 L.I.P. program where a sub-system of social services had been injected into the mainstream of social service activity and planning, without any apparent regard for the effect which these groups will have on communities, it is essential that the other two levels of government play an active, decisive role in establishing criteria in the initial planning stages.

Implicit in a more active role in the design and planning of L.I.P.-type programs and determination of the attendant provincial role is the requirement of the province and municipality to share greater responsibility in determining as well the nature of projects ultimately approved. There should exist at all levels of government a generally accepting attitude towards the concept of encouraging innovative programming at the local level, and a commitment to make these projects succeed. Up to now, it has been relatively simple to level blame at the federal government for unplanned, and unco-ordinated administration of the L.I.P. program. Greater involvement on the part of the province and municipalities would require a high degree of co-ordination and co-operation in the development of criteria and their implementation, as well as an equal responsibility for the effectiveness of the program and its resulting impact on provincial and municipal jurisdictions.





It is important as well that there be representation from the private sector and voluntary agencies in the development of L.I.P. criteria and the implementation of a co-ordinated tri-level response. The impact of community-service-type programs is most dramatically felt at the local level and it is the volunteer agencies and the private sector who ultimately act as catalysts in the L.I.P. service delivery process, and in the development of community liaison with the projects themselves.

It is crucial that future L.I.P.-type community employment programs conceived at the federal level be designed in co-operation with provincial and municipal governments, and those private and voluntary agencies at the local level likely to be directly affected by such programs.

1. It is recommended therefore that the involvement of the provincial and municipal governments, private and voluntary agencies, at the local level go beyond the level of advice and consultation but rather be considered as initial involvement in planning and design.
2. The determination of the factors involved in such mechanisms as the development of criteria, regional priorities, project content, starting and termination dates, project applications, employment target group, method of selection, etc. should be determined in co-operation with the three levels of government and the private sector, and should be developed with sufficient flexibility to accommodate unique local needs and priorities regarding the above factors.
3. It is recommended that the nature and extent of future participation by the province in any L.I.P.-type program be predicated upon early involvement in the design and planning of the program.
4. In the event that the province did not seek or was unable to obtain full and early participation in the initial design and planning stages, a limited role, involving liaison and communication only should be sought excluding administrative responsibility related to evaluation according to provincial perspective and jurisdiction.

There was no formal input sought by the federal government from the municipal or community level for a similar role in the evaluation and consideration of all private projects.

In this year's L.I.P. experience, approximately 1,200 community-oriented projects were evaluated by provincial and federal officials, in a highly centralized fashion. In view of the fact that these projects were distributed across the province, and that each reflected objectives and concerns unique to their respective regions and communities, it seems fair to assume that a more decentralized approach be taken in the future evaluation of L.I.P.-type proposals.



5. It is recommended that in any future L.I.P.-type community employment program local advisory committees with representation from the three levels of government and the private and voluntary sector be established with the responsibility of reviewing and approving all project applications.

Community input into the evaluation of community-based employment projects is necessary to the future success of innovative local community service structures. By becoming involved at the initial project application stage, the local advisory committees, whose representatives would be actively involved in all phases of community and social service delivery mechanisms, local cultural and recreational

development, etc. could avoid such hazards as unnecessary duplication of services and activities, hiring of unqualified staff, development of projects inconsistent with local needs and priorities. The future of these L.I.P. sponsored ventures would be less tenuous if community support were generated in the initial stages and solidified as the project became an integral part of the local service structure.

There was no formal agreement made for the assessment or evaluation of the 1972-73 L.I.P. program from a provincial or local community perspective.

The only source of information available to the province regarding L.I.P. projects were the project precis (adapted from the original L.I.P. application forms) used in the provincial review of L.I.P. proposals. Although in many cases the information contained in these short precis was inadequate, the provincial reviewing officers did not have the opportunity to attempt any contact with the L.I.P. employees themselves.

As a result there is no complete information available at the provincial level as to the objectives of the actual projects, their impact on the community, or their effectiveness. We understand that there is an in-depth study underway at the federal level of 150 L.I.P. projects across Canada. However, the number of projects being analyzed in this study, relative to the total number of L.I.P. projects across the country does not represent a statistically valid sampling.

6. It is recommended that responsibility for assessment of any future L.I.P.-type program be directed at the federal level, in co-operation with local advisory committees and the provincial and municipal governments and that this function be built into the initial design and planning stages.





ADMINISTRATION AND IMPLEMENTATION IN ONTARIO OF L.I.P. 1972-73

The province responded to the request for additional involvement in the following fashion:

- The Director of the Municipal Subsidies Branch, already familiar with the L.I.P. function through his previous experience in expediting municipal L.I.P. requests was appointed as the provincial co-ordinator, with continued responsibility on the part of his staff for expediting approvals for municipal projects, and the additional task of effecting liaison with Regional Manpower officials concerning privately sponsored projects. The latter task was to be achieved through appointment of co-ordinators in the three policy fields. It was anticipated that approximately 1,100 submissions would be reviewed in the three policy fields over a period of eight weeks. Consequently, it was necessary to impose rigid time constraints on the flow of information from L.I.P. officials to the liaison officer, to the appropriate policy field co-ordinators, to ministry contact persons, and finally back to L.I.P. Originally, the province expected seven days within which to carry out the review function for each project. It was subsequently learned that only forty-eight hours was being provided by Canada Manpower to effect the provincial review. Objections to the time frame by the province produced no change.

The general procedure adopted in the review schema was as follows:

- L.I.P. officials sent short precis of each submission being considered for approval in accordance with the stated L.I.P. criteria to the provincial liaison officer. The liaison officer was to record the abstracts and forward all privately sponsored projects within twenty-four hours to the co-ordinator for Social Development. The Social Development co-ordinator determined which policy field should review the submissions. They were then delivered by messenger to the appropriate policy field contacts.
- The policy field contact had two days from the date of receipt of the proposal to consult with the appropriate ministry branches and reviewing officer. The Social Development Policy Field co-ordinator developed an internal review system (see Appendix 3) which was subsequently adopted by both the Resources Policy Field and the Justice Policy Field. This review system was designed to ensure maximum efficiency with the least amount of time spent within the policy fields. Each reviewing officer within the branches was requested to indicate his position concerning the project on the review sheet.



There were five aspects included in the review. (See Appendix 3 ).

1. Ranking of the proposal concept. This referred essentially to what program the proposal intended to carry out. The ranking in this category would reflect the objectives in terms of current and similar programming already activated within the branch.
2. Ranking of region of proposal. This referred to where the project would be taking place, and would reflect the existing provincial regional priorities.
3. Proposal ranking. This ranking was based on the competence which seemed to be reflected within the proposal itself for the intended activity.
4. The comments section provided an opportunity for contact persons to indicate any important reactions which were not applicable within the simple ranking schema.
5. The summary rating required a median of the first four to arrive at a summary rank.

It was suggested on the reviewing form that those submitting the proposal not be contacted. At the time it was hoped that the review could be best completed without any extensive follow-up. In terms of the limited time frame, it was expected that a more thorough investigation could not be completed. The review had to be completed within forty-eight hours in order to have any effect on federal decision-making.

The liaison officer, upon receiving the review information forwarded a copy of the review form to the Regional co-ordinator for Canada Manpower. In cases where provincial reviewing officers had strong objections to a project, and dependent upon whether the objection(s) were raised within the time allowed, it was anticipated that the project would not be approved.

#### Findings Related to the Implementation of the L.I.P. Review Process in Ontario 1972-73

1. The limitations implicit in the review carried out by the provincial government resulted from a dichotomy existing between the two levels of government as to the direction and purpose of L.I.P.





At the federal level, irrespective of the fact that criteria for L.I.P. placed great emphasis on the approval of community service projects, the rationale for individual project approvals, was generally determined according to the unemployment rate of the region in which the project would be taking place. Regional Manpower officials utilized a complicated scale which took into consideration the unemployment level, the incidence of unemployment in certain types of professions, both skilled and unskilled, and the number of persons receiving unemployment benefits. As well, as is common in the cases of government-sponsored funding programs, pressure was put on Manpower officials in all regions by local Members of Parliament, and federal Cabinet Ministers eager to see funding granted to groups operating in their constituencies. However, the provincial review was primarily concerned with a qualitative review of the proposal as it related to ministry, branch and regional objectives and priorities.

2. It became apparent that L.I.P. was not merely creating jobs, but more obviously was creating a whole new sub-system of short term social services.
3. While it was originally assumed that the full project proposal and application would be made available to the province for review, only a brief precis was available. These precis of project proposals which the provincial contact persons were asked to review were lacking in any substantive information and at times were incorrect and inaccurate in the statements made regarding proposal objectives and activities. (See Appendix 4 for copy of typical L.I.P. project).
4. The province had decided that the provincial review be limited to providing comments in terms of our jurisdiction and objectives. Ministry contact persons were advised therefore not to seek information from the projects directly. The subsequent lack of information available from the precis was further compounded by the inability of reviewing officers to make contact directly with projects.
5. The forty-eight hour time limit in evaluating projects made it most difficult for provincial officials to obtain input from their own field staff.





6. Approximately 80% of the projects were relevant to the Social Development Policy Field. However, before reaching any of the appropriate policy fields they were first filtered through the provincial co-ordinator's office. This caused an unnecessary loss of time, in a situation where speed was of the essence. As well, some confusion existed in the provincial co-ordinator's office regarding the terms of the review.

In the initial weeks of the provincial review the co-ordinator's office was submitting only those projects with low rankings, and even then, submitted very few of these.

7. Projects were approved by the federal government in many cases even before the reviews were received by the provincial reviewing officers, which seriously undermined the validity of the review process. (See Table 5).
8. In most cases where negative statements were made by provincial contact persons, projects were ultimately approved by Canada Manpower. (See Table 5).
9. In general, the review process did not appear to influence federal decision-making regarding project approvals. (See Table 5).



Recommendations Following from the Ontario Experience  
and Role in Administration and Implementation of the  
1972-73 L.I.P. Program

While the provincial government agreed to review all projects initiated at the community level and sponsored by the private sector, in addition to continuing their task of approving all municipally sponsored L.I.P. projects, no formal agreement was reached as to the nature, process or content of the review.

At times this resulted in a situation where the two levels of government and those within the provincial government charged with responsibility for carrying out the L.I.P. review were operating at cross purposes.

1. It is crucial to the success of any role determined by the province respecting L.I.P.- type programs that the specific nature and objectives of the provincial role form an integral part of the federal administrative process.

The entire spectrum of the L.I.P. projects as implemented by Canada Manpower in 1972-73 spanned such varied and diverse areas as community employment measures, employment creation, cultural and recreation activities, and community and social services. The degree of success of the L.I.P. program was in part related to the fact that an attempt was made to integrate so many and such differing objectives into a compact program whose overriding objective was job creation.

Currently there are discussions being held between the federal and provincial government regarding the issues such as income security and social services in an attempt to develop a co-ordinated approach to the role which both levels of government must take in the development of a "community employment strategy". An attempt is being made to formulate economic and social policy in accordance with principles underlying the creation of such a community based employment program.

The issues and questions being raised in the recently released "Working Paper on Social Security in Canada" are parallel to the concerns raised regarding the 1972-73 L.I.P. program, and the future course of any L.I.P.-type program. The future provincial role in any innovative work incentive program should be the concern of those ministries actively involved in and concerned with not only job creation and social service delivery, but also those activities which are most affected by the thrust of job creation in response to needs perceived at the local level.





2. It is recommended that provincial co-ordination and liaison in any future L.I.P.-type community employment program be the responsibility of a co-ordinating committee comprised of those ministries concerned with job creation, employment, community and social services, cultural and recreational activities. Such a committee, then, would include representatives from the Ministry of Labour, the Ministry of Treasury, Economics and Intergovernmental Affairs, Colleges and Universities, and Community and Social Services.

Although the province reserved the right to appraise L.I.P. applications being considered for approval by Canada Manpower, according to branch, ministry, and regional priorities, all decisions respecting approval of private projects were made by Canada Manpower in consideration of priorities related to job creation. The province had only forty-eight hours within which to review each submission, and even then there was no binding agreement effected to ensure that the provincial view would alter the federal decision-making process. The four month submission period described earlier proved to be a cumbersome system which hampered both the credibility of the review as well as the time frame of the L.I.P. mandate.

There was no opportunity for the province, within the limited time frame to consider projects in terms of their relevance to particular needs and trends perceived at the local level. Nor was there adequate time in many cases to check the worth of the proposed project with the appropriate field staff. Responsibility for project selection should be a function of the Local Advisory Committees described earlier.

Since the Local Advisory Committees would be composed of representatives of all three levels of government, the private sector, agencies, and organizations, their knowledge of local needs and priorities would span a broad area of concern at the local level. Whereas currently responsibility for program development, relevance and success is centralized, it would certainly benefit any future L.I.P.-type program from the initial stages, to reflect the concerns, needs, and priorities perceived at the local level by these Local Advisory Committees.

3. It is recommended that provincial input into project application and selection be made through the provincial representative serving on the Local Advisory Committee described earlier.
4. It is recommended that all L.I.P.-type applications be initially reviewed, assessed and selected by the Local Advisory Committee referred to above.



The 1972-73 L.I.P. adopted a four month submission period extending from October until December 21st in which to receive project applications. Throughout this period and for some weeks after the closing date applications were assessed and projects were approved or rejected by the federal government. Some projects were begun at the beginning of November, others not until February.

This procedure did not enable the 'best' projects to be selected for a total group of applications, but rather involved selecting the best projects from any existing batch already received. From an administrative point of view the process of selection and approval was extended over a six month period. This appeared to be an unnecessary cumbersome selection procedure of questionable effectiveness in selecting the best applications and hampered the efforts of administrative staff in attending to the needs of projects already underway.

5. It is recommended that in the design of any future L.I.P.-type program the period for submission of applications be such that all applications may be received before the starting date of any project such that the 'best' projects may be selected from the total number and the selection process be confined to a brief period freeing staff to concentrate on the operation of the program itself.



## ASSESSMENT BY ONTARIO SENIOR STAFF

### OF 1972-73 L.I.P. IN ONTARIO

#### Data Collection

Interviews held with 34 contact persons (See Appendix 5 ) in the Social Development Policy Field, Resources Policy Field and Justice Policy Field, proved to be a valuable barometer of provincial opinion with regard to the Local Initiatives Program, its underlying rationale and objectives, the provincial review and its long range impact on provincial policy making. It must be emphasized that the impressions offered originate from public administrators who are viewing the final allocation of funds under L.I.P. and the subsequent projects from their own unique provincial perspectives. Particularly in the opinions respecting federal-provincial co-operation and the co-ordination of programs of a L.I.P. nature however, their opinions and perceptions are of considerable value.

#### Findings - L.I.P. Concept

1. The common concept of L.I.P. held by program managers was that it served the three purposes of:
  - 1) Providing an alternative to welfare assistance
  - 2) Generating jobs in a period of high seasonal unemployment
  - 3) Fostering a source of innovative programming at the local level.

Generally, it was felt that all three objectives met with limited success, especially in terms of job creation and stimulating locally initiated innovative programming.

2. One of the most important findings yielded by the interview schedule was that, while agreeing with the concept of stimulating local initiative, program managers felt that social service delivery could not be effective on an ad hoc, short term basis.

They viewed this approach to social services as merely a band-aid solution to existing gaps in service delivery. L.I.P. was interpreted as the antithesis of all social planning ventures, limited in perspective, ineffective on a long term basis, and with little chance of providing effective services.





This perspective is especially important in light of the relatively large share of funds committed to projects designed to implement direct social services. In those instances where people were served indirectly through property improvement, construction of recreational facilities, environmental clean-up, etc., there was a more favourable opinion of such ventures.

3. Most program managers were in general agreement with the concept of generating innovative programming at the local level. They accepted L.I.P. with some modifications, as a valuable mechanism to promote this concept although they agreed that L.I.P. in 1972-73 had not been particularly successful in this regard. However, this approach is a relatively new one, and the development of a provincial response to service needs and systems perceived at the local level is central to the entire question of the nature of provincial input in L.I.P.-type programs. To date, they agreed that the province has responded to L.I.P. and other federal ad hoc granting programs in an unco-ordinated, unplanned fashion. This has contributed to a multiplicity of programs, especially in the social services sphere, whose short term nature makes it impossible for them to become a viable part of the community services network.

#### Recommendations - L.I.P. Concept

1. That traditional employment measures not be integrated within a program aimed at the stimulation of innovative community services emanating from and geared to the local level.
2. That the L.I.P. concept of encouraging the development of privately sponsored and initiated social services be developed more clearly and implemented within those branches and ministries whose responsibilities relate to the provision of social, health and community services, and the development of recreational and cultural activities.

#### Findings - Design and Planning

1. Program managers agreed that the province must assume a far greater role in the determination of the L.I.P. criteria in the future. The responsibility for social service delivery constitutionally being accorded to the provinces, they must have some control over those policies which ultimately would drastically affect their particular field of management.
2. The need to clearly identify provincial priorities, particularly in the social planning area, and to play a more decisive role in allocating L.I.P. funds was clearly expressed by program managers.



3. Program managers generally felt that the federal government acted in an irresponsible manner in the planning for the L.I.P. program. They cited the previous year's experience where L.I.P. sponsored groups, upon termination of funding, were directed to the provincial government for continuing support. They felt the criteria utilized in the 1972-73 program were merely compounding the problems which had been raised previously.
4. The concept of delegating more decision-making and administrative powers at the local level was appealing to many program managers. They felt that decisions made in Ottawa or Toronto did not reflect local needs as effectively as would a system based on decentralized decision-making. Program managers felt that screening and administration of L.I.P. projects should be co-ordinated at the local level. This would be advantageous not only administratively but also could be a means of according responsibility to the community for ongoing project support.
5. Program managers voiced concern over the fact that the criteria established for L.I.P. by the federal government were too general, insensitive to the unique nature of areas such as cultural development, recreation, senior citizens services, etc.

#### Recommendations - Design and Planning

1. That the province assume a far greater role in the initial development of criteria for any future L.I.P.-type program.
2. That the province maintain its credibility as the agent responsible for social service delivery by ensuring that its social and community service priorities are recognized in the development of any future L.I.P.-type program.
3. That Local Advisory Committees be established across the province at the community level charged with responsibility for screening and approval of all privately sponsored L.I.P. applications. These Local Advisory Committees would be comprised of representation at all three levels of government, private agencies, and voluntary associations.
4. That L.I.P.-type community employment programs establish criteria according to areas of involvement -- i.e. recreation, culture, day nurseries, etc.





An evident major deficiency in the administration of the 1972-73 L.I.P. program has been the broad mandate accorded to community service-type ventures as an acceptable criteria for L.I.P. funding. In view of changing provincial legislation and priorities, and the question of the province's ability to continue sustaining projects once the L.I.P. funding has ceased, it would be advantageous on the part of the province to indicate their position regarding specific areas of potential L.I.P. funding. For example, the provincial sector dealing with cultural services had indicated that L.I.P. funding, while creating excellent theater productions, etc., has complicated their own task. Whereas sufficient funding is not currently available to support groups which have been established for a long time, and which have proven mass appeal and popularity, funds are being poured through L.I.P. into an essentially untested medium. The provincial priorities are being totally disrupted.

In the area of day care services, new legislation has provided funding for co-operative community day care facilities. Where L.I.P. money had been effectively used previously to initiate these services, it would not be necessary now. Added funding for this purpose could only complicate provincial planning.

Examples such as these can be found in almost every area of the provincial policy fields.

Since these federal monies could appreciably affect provincial services, it is necessary to develop specific criteria in each area for their dissemination.

#### Findings - Administration and Implementation

1. In all cases program managers agreed that there was not sufficient time to review the applications. In most cases review officers were not familiar with the projects which they were asked to review, and because of the lack of information and the poor quality of the abstracts on which they had to base their review, it would have been beneficial to have had more time to attempt some follow-up with field staff familiar with the project.
2. There was a built-in handicap in the review process in that provincial officials were advised not to get in touch with the L.I.P. groups themselves for any additional information. This limited time framework within which to expedite the review, combined with the dearth of information and the volume of projects to review created, at the time, great stress on office procedures.



3. Most program managers had no knowledge of whether most L.I.P. projects achieved what they set out to do. In those cases where they did respond to the question, they cited projects which they were familiar with whose results were damaging and negative. Only when pressed, did they admit that several which they knew of had produced excellent results. In some cases where provincial officers were familiar with projects, those proposals which sounded almost bizarre in the review abstracts, were in reality, well organized realistic projects. The review information in many instances, then, presented a somewhat distorted view of projects.
4. Program managers cited problems such as lack of sophistication of L.I.P. groups, lack of supervision and too much project flexibility as being the reasons for their lack of confidence in L.I.P. projects.

They felt that L.I.P. encouraged individuals, lacking in expertise to undertake unrealistic objectives, and deal with long range concerns. In so doing, they were not in fact, shouldering the weight of concerns of agencies in both the public and the private sector, but rather complicating the problems of adequate service delivery. By raising the expectation of the community, and then pulling out, more acute problems are created.

5. Most program managers felt that too much money was being appropriated for most projects. They were aware of the fact that money was being allocated in accordance with regional unemployment patterns and viewed this system as arbitrary when applied to qualitative social services.

In some cases, groups had previously approached provincial branches for funding and were turned down because their requests were financially unrealistic, and structurally unsound. These same groups applied to L.I.P. and were approved, often with greater funding than originally requested of the province.

6. With the exception of only one review officer interviewed the provincial officials agreed that their evaluations had no bearing on the ultimate approval or rejection of projects. Each cited cases where approvals were given even before projects had ever been reviewed, examples where low rankings were accorded to projects and they were approved regardless. The program managers agreed that their evaluations were for all intents and purposes useless.
7. There was general agreement that provincial contact persons would not wish to undertake a future review of L.I.P. proposals under the same terms of reference utilized in this year's programs.





8. The prime consideration in ranking L.I.P. proposals seemed to be the fact that these activities were fulfilling a definite need perceived by the branches, but one which was not financially feasible at the present time.
9. The major programming problem which L.I.P. seemed to intensify was its concentration on valuable but relatively low priority programs. The services provided were often "fringe" services which could never be considered, under the present fiscal restrictions as being high priority.

The provincial contact persons agreed that they would consider extending only a selected number of L.I.P. projects they reviewed. However, at this time very few of those which they considered worthy could be funded by the province.

10. Most projects were judged from an objective viewpoint to complement or act as extensions of the branch program needs and activities. It was found that in very few cases did the projects improve the branch's accessibility to their intended client group. This viewpoint would have to be considered as a natural result of the reviews being made in Toronto, rather than in the field.
11. In most cases projects reinforced the branch's projected policy planning. Review officers conveyed the feeling that there were no dramatically new or particularly innovative projects proposed.
12. None of the projects requested funding from the province within the term of their L.I.P. grant. However, in a limited number of cases, L.I.P. groups required information and assistance from staff in agencies, affiliated with, or administered by, the province. In only a few instances did L.I.P. groups approach provincial branches directly for assistance.

Our analysis of program managers' responses suggests that a number of basic problems inherent in a federal system of shared responsibilities were present in the Local Initiatives Program experience in 1972-73. The federal government, ultimately responsible for the tax dollars which it collects and administers, presently establishes the criteria to be applied in allocating any L.I.P. appropriations to satisfy its own objectives. Because the impact of these expenditures also affect the program objectives and performance at the provincial level, there is an obvious requirement for these expenditures to complement rather than complicate their program activities.





Recommendations - Administration and Implementation

1. That all L.I.P. applications be submitted for review within a specific time frame, thus allowing the province adequate time within which to expedite a meaningful review.
2. That Local Advisory Committee members reviewing L.I.P. proposals effect some liaison with L.I.P. project members if that perspective is necessary for the completion of a meaningful review.
3. That the original and completed L.I.P. project application form be submitted to those individuals charged with the responsibility for reviewing project applications.
4. That L.I.P. project members be required to effect some liaison on an ongoing basis with those private agencies or provincial branches currently providing the services which they intend to offer.

The situation which L.I.P. has precipitated, with its emphasis on community oriented services is one where parallel services are being thrust into the social service area without any guidelines, or responsibility to provide a high quality of services. In some cases the groups lack experience and expertise in the field which they are tackling.

While some may argue that these services create a healthy state of competition to entrenched, and sometimes creatively stagnant established agencies, these projects may also do irreparable harm operating in a vacuum. The fact that L.I.P. groups by the very nature of the short mandate, are constantly operating on the brink of termination, spending their first weeks making contacts, learning their job, and their last weeks seeking alternate funding to continue, makes it very difficult to operate with confidence.

It should be mandatory for groups to liaise with those provincial branches or private agencies currently providing the services. In this fashion they will be more acutely aware of their responsibilities, the most up-to-date research on their subject area, current legislation governing their services, etc. There is less chance of unnecessary duplication of services if they are linked up with an agency in the planning stages of their venture. Groups can thereby perform a service which the agency/branch cannot presently do, either because of manpower shortage, or lack of funds.

While there is the possibility of agencies thus contracting "cheap labour" by using L.I.P. funding to hire unskilled staff which would perform those duties which should be handled by more experienced workers, there is the advantage of hiring these L.I.P. workers to become involved in worthwhile and necessary community ventures. There is a greater chance for these services to continue if their credibility is established within the existing service networks.



5. That funding appropriations by the federal program with respect to any future L.I.P.-type venture take into account not only regional unemployment patterns, but also priorities related to regional social and community service dynamics, and local cultural and recreational development.
6. That the provincial government not undertake a future review of L.I.P. applications under the same terms of reference present in this year's experience.
7. That the provincial government begin discussions immediately with private funding agencies and local governments in an attempt to develop a funding schema to assist groups which may wish to initiate innovative short term services.

It is obvious that the concept behind L.I.P. is one which must be encouraged. The development of community based innovative services is a progressive step in involving the community in an area which had previously been administered only through recognized and established agencies.

The provincial government currently has only limited provisions for funding of this nature. As agents of service delivery, our monies are committed to a continuation of these services. Private agencies are caught in a similar bind, and have the same desire to effect experimental innovative services.

At this point in time it seems reasonable that the public and private agencies of the service delivery sectors enter into productive discussions regarding the possibility of freeing up funding for the exclusive use of groups who wish to enter into some viable innovative social service ventures.





APPENDIX 1

Statistical Tables



APPENDIX I TABLE I

1972-73 L.I.P. PROJECT DISTRIBUTION BY PROJECT TYPE.

PROJECT TYPE	NUMBER OF PROJECTS	NUMBER OF MAN-MONTHS	FEDERAL CONTRIBUTION
<u>RESEARCH</u>			
Environmental	10	382	192,378
Sociological	8	295	148,518
Community Service	25	882	437,715
Historical	20	558	279,241
Educational	4	120	60,384
Recreation	6	124	55,659
Ethnic	4	81	40,650
Other	9	261	130,479
<u>SUB-TOTAL</u>	86 (7.1%)	2,703 (5.5%)	1,345,024 (5.6%)
<u>RECREATIONAL</u>			
People Oriented	39	1,623	804,341
Facility Oriented	156	6,344	3,144,523
Special Recreation Services - Handicapped, Retarded	41	1,205	603,705
Parkland Development	25	1,240	616,696
<u>SUB-TOTAL</u>	261 (21.5%)	10,412 (21.3%)	5,169,265 (21.5%)



PROJECT TYPE	NUMBER OF PROJECTS	NUMBER OF MAN-MONTHS	FEDERAL CONTRIBUTION
<u>SOCIAL SERVICES</u>			
Community Enrichment (incl. volunteer services)	35	1,542	756,319
Referral Services for - Retarded - Handicapped - Senior Citizens	77	2,745	1,360,664
Education	47	2,169	1,061,219
Pollution Clean-up & Conservation & Beautification	59	2,626	1,280,073
Drop In Centres	28	1,028	509,912
Legal, Medical Aid	36	1,229	612,301
Rehabilitation Services & Counselling	71	2,813	1,366,622
Day Care Centres	34	1,104	539,516
Property Improvements, Shopping Services	137	6,166	3,006,531
Other	33	1,096	541,548
Multi-Service Centres (Community Information, Crisis Centres, Community Outreach and Development)	63	2,787	1,345,541
Services for Immigrants	11	451	228,629
<u>SUB-TOTAL</u>	631 (52.1%)	25,756	12,608,875 (52.5%)





PROJECT TYPE	NUMBER OF PROJECTS	NUMBER OF MAN-MONTHS	FEDERAL CONTRIBUTION
<u>CULTURAL</u>			
Theatre	25	1,563	771,856
Photography, Films	11	381	190,067
Music	6	272	119,708
Arts & Crafts (Therapeutic & Otherwise)	24	881	428,914
Library	25	742	344,649
Historicl Sights - Restoration & Refinishing	23	835	412,309
Museums	4	132	66,085
Other	17	731	360,635
<u>SUB-TOTAL</u>	135 (11.1%)	5,537 (11.3%)	2,694,223 (11.2%)
<u>MISCELLANEOUS</u>			
Housing	3	188	84,787
Construction, Labour Projects	96	4,370	2,135,649
<u>SUB-TOTAL</u>	99 (8.2%)	4,558 (9.3%)	2,220,436 (9.2%)
<u>TOTAL</u>	1,212 (100.0%)	48,966 (100.0%)	24,037,823 (100.0%)

NOTE: Thirty-seven approved L.I.P. projects are not included in this table because all the relevant data could not be obtained. This table accounts for 97% of all federal dollars allocated to L.I.P. projects as well as 97% of all approved projects.



APPENDIX I TABLE II

1972-73 L.I.P. PROJECT DISTRIBUTION ACCORDING TO PROVINCIAL POLICY FIELDS AND MINISTRIES

	NUMBER OF PROJECTS	(%)	NUMBER OF MAN-MONTHS	FEDERAL CONTRIBUTION	(%)
<u>SOCIAL DEVELOPMENT POLICY FIELD</u>					
<u>Ministry of Colleges &amp; Universities</u>					
- Provincial Library Service	15	(1.2)	434	\$202,292	(0.8)
- Archives	17	(1.4)	401	\$198,356	(0.8)
- Historical & Museums	16	(1.3)	547	\$271,932	(1.1)
- Ontario Arts Council	55	(4.5)	2,897	\$1,422,022	(5.9)
- Applied Arts & Technology	3	(0.3)	288	133,957	(0.6)
- Capital Support	1	(0.1)	46	\$23,400	(0.1)
- Deputy Minister's Office	3	(0.3)	64	\$32,456	(0.1)
MINISTRY TOTAL	110	(9.1%)	4,677	\$2,284,415	(9.5%)
<u>Ministry of Education</u>					
- School of Business & Finance	43	(3.6)	1,484	\$715,622	(3.0)
MINISTRY TOTAL	43	(3.6%)	1,484	\$715,622	(3.0%)

NOTE: Thirty-seven approved L.I.P. projects are not included in this table because all the relevant data could not be obtained. This table accounts for 97% of all federal dollars allocated to L.I.P. projects as well as 97% of all approved projects.





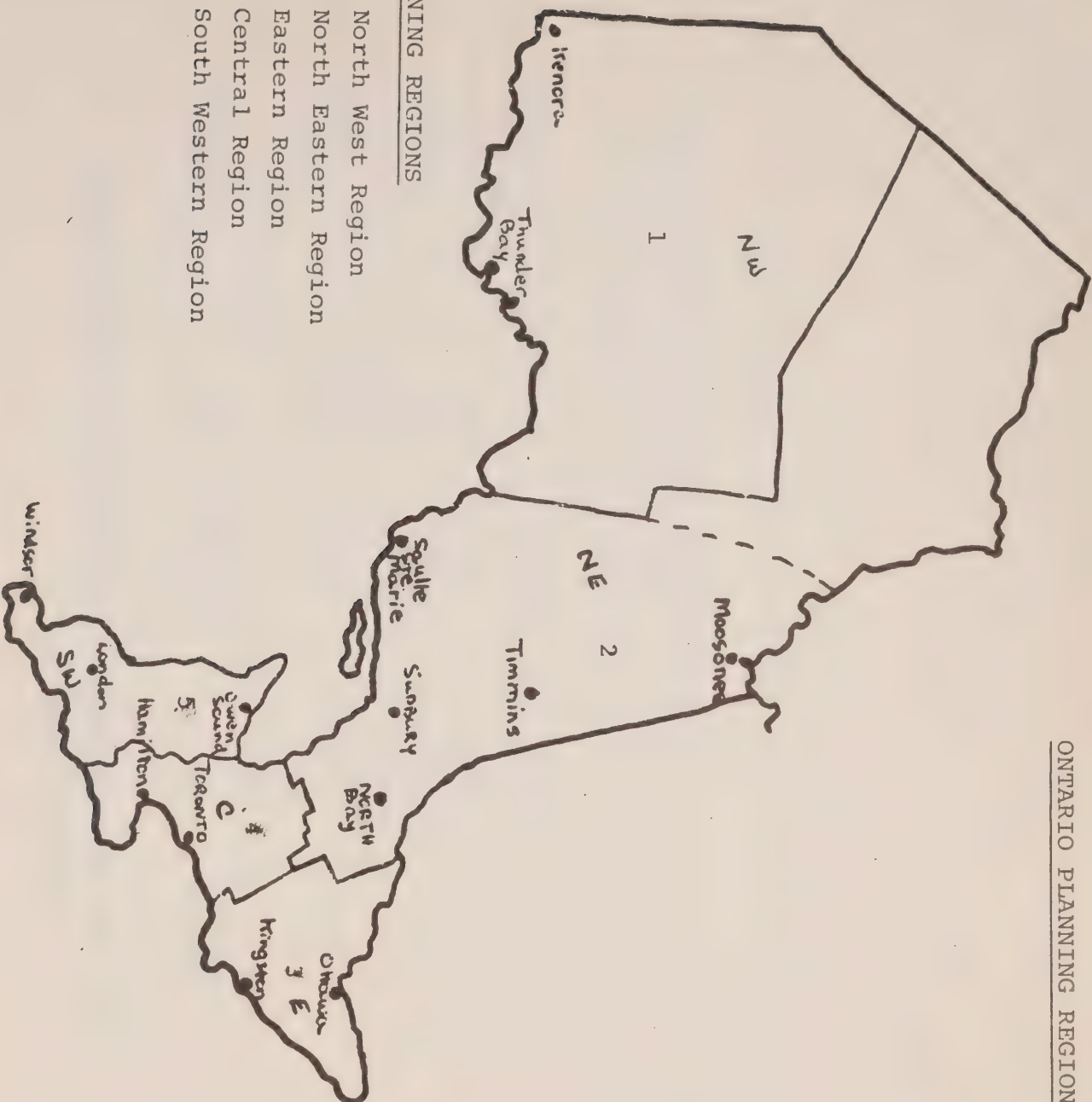
	NUMBER OF PROJECTS	(%)	NUMBER OF MAN-MONTHS	FEDERAL CONTRIBUTION	(%)
<u>Ministry of Community and Social Services</u>					
- Regional Administration	57	(4.7)	2,364	\$1,137,580	(4.7)
- Sports and Recreation	108	(8.9)	3,869	\$1,904,053	(7.9)
- Homes for the Aged	40	(3.3)	1,449	\$ 718,365	(3.0)
- Child Welfare	6	(0.5)	166	\$ 81,234	(0.3)
- Community Development	85	(7.0)	3,079	\$1,517,447	(6.3)
- Community Centre Section	22	(1.8)	915	\$ 455,979	(1.9)
- Indian Community	105	(8.7)	5,275	\$2,565,317	(10.7)
- Vocational Rehabilitation Services	52	(4.3)	2,155	\$1,056,540	(4.4)
- Social Services Consulting	36	(3.0)	1,442	\$ 721,699	(3.0)
- Assistance & Rehabilitation Division	1	(0.1)	42	\$ 21,290	(0.1)
- Day Nurseries	30	(2.5)	884	\$ 426,767	(1.8)
- Municipal Welfare Administration	3	(0.3)	87	\$ 34,463	(0.1)
- Childrens and Youth Institutions	16	(1.3)	453	\$ 219,721	(0.9)
- Citizenship	31	(2.6)	1,126	\$ 563,865	(2.4)
<hr/>					
MINISTRY TOTAL	592	(48.9%)	23,306	\$11,424,320	(47.50%)



	NUMBER OF PROJECTS	(%)	NUMBER OF MAN-MONTHS	FEDERAL CONTRIBUTION	(%)
<u>RESOURCES DEVELOPMENT POLICY FIELD</u>					
Total - Resources Development Policy Field	<u>47</u>	<u>(3.9%)</u>	<u>1,935</u>	<u>\$956,150</u>	<u>(4.0%)</u>
<u>JUSTICE POLICY FIELD</u>					
Total - Justice Policy Field	<u>19</u>	<u>(1.5%)</u>	<u>731</u>	<u>\$365,648</u>	<u>(1.5%)</u>
<u>OTHER</u>					
Ministry of Treasury, Economics & Intergovern- mental Affairs	247	(20.4)	9,811	\$4,851,098	(20.2)
Ministry of Revenue (Ontario Housing Corporation)	10	(0.8)	517	260,510	(1.1)
TOTAL OTHER	<u>257</u>	<u>(21.2%)</u>	<u>10,328</u>	<u>\$5,111,608</u>	<u>(21.3%)</u>
<u>FEDERAL COORDINATOR</u>					
Applications never received by the Province of Ontario.	<u>75</u>	<u>(6.2%)</u>	<u>3,926</u>	<u>\$1,921,341</u>	<u>(8.0%)</u>
GRAND TOTAL	<u>1,212</u>	<u>(100.0%)</u>	<u>48,966</u>	<u>\$24,037,823</u>	<u>(100.0%)</u>



ONTARIO PLANNING REGIONS



PLANNING REGIONS

- "1" North West Region
- "2" North Eastern Region
- "3" Eastern Region
- "4" Central Region
- "5" South Western Region





APPENDIX I TABLE III

1972-73 L.I.P. PROJECT GEOGRAPHIC DISTRIBUTION ACCORDING TO ONTARIO PLANNING REGIONS.

PLANNING REGION	NUMBER OF PROJECTS	(%)	NUMBER OF MAN-MONTHS	(%)	FEDERAL CONTRIBUTION	(%)
1 North West Region	99	(8.2)	4,174	(8.6)	2,057,209	(8.6)
2 North Eastern Region	158	(13.0)	6,877	(14.0)	3,324,273	(13.8)
3 Eastern Region	197	(16.3)	7,145	(14.6)	3,498,274	(14.6)
4 Central Region	593	(48.9)	23,746	(48.5)	11,735,182	(48.8)
5 South Western Region	165	(13.6)	7,024	(14.3)	3,422,885	(14.2)
<u>TOTAL</u>	1,212	100.0%	48,966	100.0%	24,037,823	100.0%

NOTE: Thirty-seven approved L.I.P. projects are not included in this table because all the relevant data could not be obtained. This table accounts for 97% of all federal dollars allocated to L.I.P. projects as well as 97% of all approved projects.



APPENDIX I TABLE IV

1972-73 L.I.P. PROJECT DISTRIBUTION BY PROJECT TYPE.

Project Type	1	N/W Region	2	N/E Region	3	Eastern Region	4	Central Region	5	S/W Region
Research	3	(3.0%)	8	(5.1%)	18	(9.1%)	37	(6.2%)	20	(12.1%)
Recreational	18	(18.2%)	53	(33.5%)	47	(23.9%)	114	(19.2%)	29	(17.6%)
Social Service	43	(43.4%)	68	(43.1%)	104	(52.8%)	332	(56.0%)	84	(50.0%)
Cultural	7	(7.1%)	7	(4.4%)	20	(10.1%)	81	(13.7%)	20	(12.1%)
Other	28	(28.3%)	22	(13.9%)	8	(4.1%)	29	(4.9%)	12	(7.3%)
	99	(100.0%)	158	(100.0%)	197	(100.0%)	593	(100.0%)	165	(100.0%)

NOTE: Thirty-seven approved L.I.P. projects are not included in this table because all the relevant data could not be obtained. This table accounts for 97% of all federal dollars allocated to L.I.P. projects as well as 97% of all approved projects.





TOTAL, OF

PROJECTS WITH

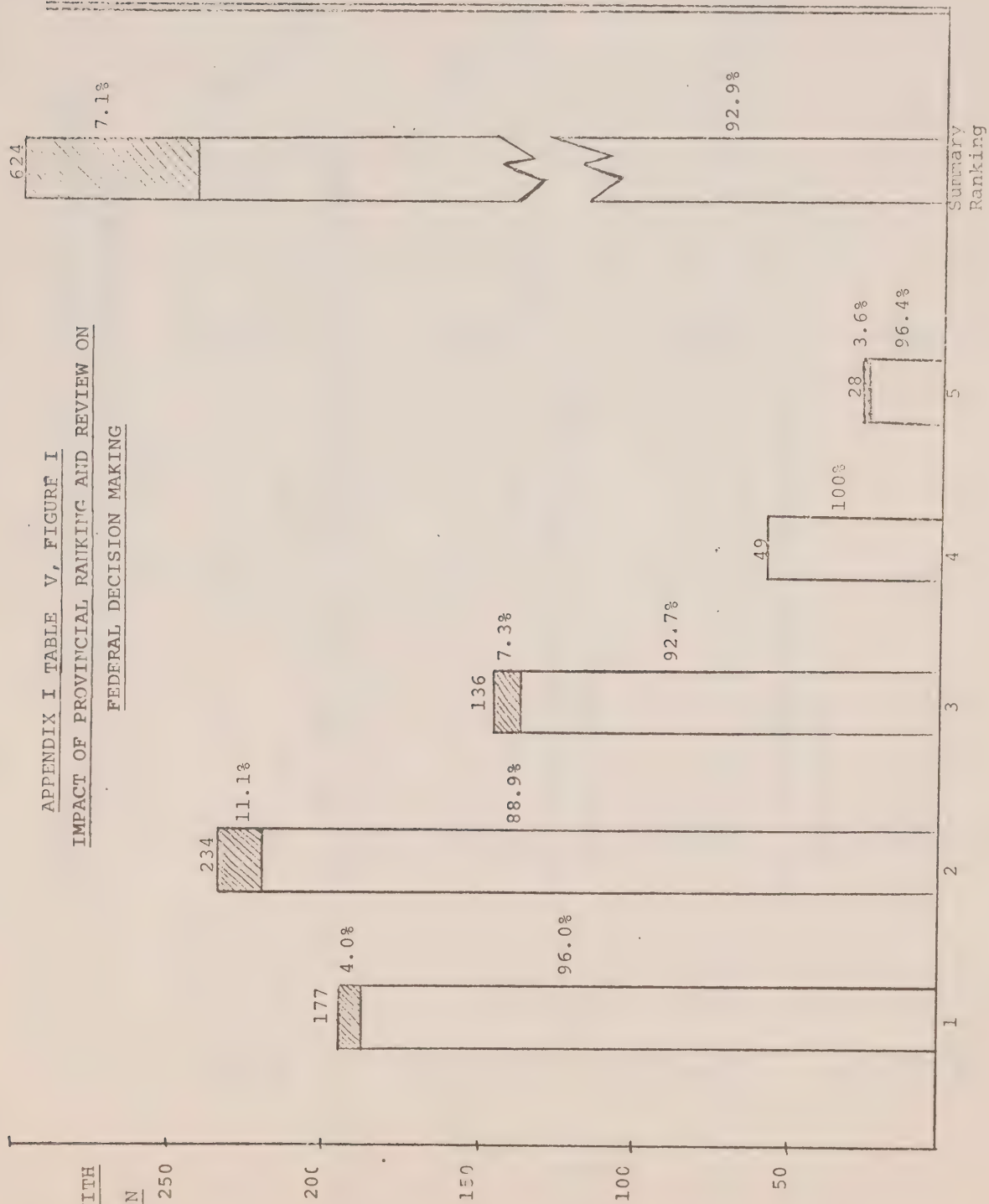
APPLICATION

TYPES

2 AND 3

APPENDIX I TABLE V, FIGURE I  
IMPACT OF PROVINCIAL RANKING AND REVIEW ON

FEDERAL DECISION MAKING



Application  
type 3 -  
reviewed and  
rejected by  
federal  
government

Application  
type 2 -  
reviewed and  
approved by  
federal  
government

Application  
type 1 -  
received and  
reviewed after  
prior federal  
approval.



APPENDIX I TABLE V  
BREAKDOWN OF 1972-73 L.I.P. RANKINGS BY PROVINCIAL SENIOR STAFF

(i) APPLICATION TYPE BY PROPOSAL CONCEPT PRIORITY RANKING					
APPLICATION TYPE	1	2	3	4	5
		PROPOSAL CONCEPT PRIORITY RANKING			
1	57	75	37	8	185
2	202	181	113	36	580
3	9	12	18	4	44
Σ	268 (33.1)	268 (33.1)	168 (20.8)	48 (5.9)	809 (100.0)
				57 (7.1)	
(ii) APPLICATION TYPE BY PROPOSAL REGIONAL PRIORITY RANKING					
APPLICATION TYPE	1	2	3	4	5
		PROPOSAL REGION PRIORITY RANKING			
1	59	68	36	15	185
2	213	163	116	48	580
3	7	24	10	2	44
Σ	279 (34.5)	255 (31.5)	162 (20.0)	65 (8.1)	809 (100.0)
				48 (5.9)	
(iii) APPLICATION TYPE BY PROPOSAL RANKING					
APPLICATION TYPE	1	2	3	4	5
		PROPOSAL RANKING			
1	57	66	46	12	185
2	186	211	113	38	580
3	11	26	4	1	44
Σ	254 (31.4)	303 (37.4)	163 (20.2)	51 (6.3)	809 (100.0%)
				38 (4.7)	
(iv) APPLICATION TYPE BY SUMMARY RANKING					
APPLICATION TYPE	1	2	3	4	5
		SUMMARY RANKING			
1	46	76	49	10	185
2	170	208	126	49	580
3	7	26	10	0	44
Σ	223 (27.6)	310 (38.3)	185 (22.9)	59 (7.2)	809 (100.0)
				32 (4.0)	



APPENDIX I TABLE VI

ANALYSIS OF A SAMPLE OF PROJECTS REVIEWED ACCORDING TO THE TIME FRAME ESTABLISHED

	(1a) Average Time in Ministry (days) reviewing unit	(2a) Average Time in Policy Field (days)	(3a) Average Time In Provincial Government (days)	(1b) No. of Appli. in Ministry for longer than the time Allotted	(2b) No. of Appli. in Policy Field for longer than the time Allotted	(3b) No. of Applications in Provincial Government for longer than the Time Allotted
1. Applica- tion type	Number of Applications					
2. Applications reviewed before federal approval of the project	584	3.6	6.7	171	197	361
3. Applications reviewed before federal rejection of the project	44	3.6	4.5	14	15	15
TOTAL OR AVERAGE	628	3.6	5.6	185	212	376
Time Allotted		3.0	4.0			

Six hundred and twenty-eight applications were included to assess the degree to which project proposals were reviewed by the provincial government in accordance with time deadlines. Note that 628 of 1,301 applications represents a sample size of almost 50% and therefore is a good base on which to generalize the provincial government's contribution from an administrative viewpoint.





APPENDIX 2

Local Initiatives Program Criteria





## LOCAL INITIATIVES PROGRAM

1972-73

### TYPES OF PROJECTS WHICH COULD RECEIVE SUPPORT

- Community "store front" services may be expanded or improved by having facilities repaired or adding support staff.
- Groups specially organized for the purpose of creating employment for themselves may propose projects to provide new services to their communities.
- Community groups or associations may wish to develop services for children, the elderly or the handicapped.
- Groups may wish to carry out projects related to general improvement of the environment.
- Native groups may wish to employ their members in improving community facilities and services.
- Cultural and social organizations may wish to expand their programs.
- Organizations may wish to employ people in projects that may have a limited revenue but that are not profit making.
- Organizations may wish to sponsor projects providing minor repairs to substandard housing.

### PROJECTS WHICH WILL NOT BE SUPPORTED

- Projects which require a Federal Contribution in excess of \$200,000.
- Projects which subsidize profit making enterprises.
- Projects which provide financial support to persons who are employed.
- Projects which support pure leisure activities solely for the sponsors.
- Large construction projects, i.e., projects having a total cost in excess of \$500,000.
- Projects which require continued federal funding after May 31, 1973.

YOUR LOCAL CANADA MANPOWER CENTRE  
WILL SUPPLY FURTHER INFORMATION  
AND WILL ASSIST YOU TO COMPLETE  
THE APPLICATION

## PROGRAMME DES INITIATIVES LOCALES

1972-73

### INITIATIVES QUI POURRAIENT ÊTRE ADMISSIBLES

- *Groupements d'aide communautaire voulant élargir ou améliorer leurs services en rénovant leurs installations ou en augmentant leur personnel de soutien.*
- *Groupements organisés spécialement en vue de créer des emplois pour leurs membres et qui proposent des initiatives susceptibles de fournir de nouveaux services à leur communauté.*
- *Groupements communautaires et associations désireux d'instaurer des services pour les enfants, les personnes âgées ou les handicapés.*
- *Groupements qui voudraient réaliser des projets visant l'amélioration générale de leur environnement.*
- *Groupements autochtones désireux de faire améliorer par leurs membres des installations et des services communautaires.*
- *Organismes culturels et sociaux souhaitant amplifier leurs programmes.*
- *Organisations qui souhaiteraient employer des gens dans des entreprises à revenu restreint, mais exploitées sans but lucratif.*
- *Organisations communautaires désireuses de parrainer des initiatives qui permettront des améliorations mineures à des habitations qui, présentement, ne répondent pas aux normes.*

### INITIATIVES NON ADMISSIBLES

- *Projets qui nécessitent une contribution fédérale excédant \$200,000.*
- *Projets qui subventionnent des entreprises à but lucratif.*
- *Projets accordant une aide financière à des personnes qui sont, en fait, en emploi.*
- *Projets qui appuient des activités de loisirs au seul profit des promoteurs.*
- *Importants projets de construction, par exemple, ceux dont le coût total dépasse \$500,000.*
- *Projets qui exigeraient l'aide financière du gouvernement fédéral après le 31 mai 1973.*

LE CENTRE DE MAIN-D'OEUVRE VOUS  
DONNERA DES RENSEIGNEMENTS  
SUPPLÉMENTAIRES ET VOUS AIDERA À  
REMPLIR LE FORMULAIRE DE DEMANDE





## LOCAL INITIATIVES PROGRAM ORGANIZATIONS AND GROUPS

### Information for Applicants

#### Introduction

The Local Initiatives Program which received wide public acceptance in 1971-72 will again be implemented in 1972-73.

While the 1972-73 Local Initiatives Program will be considered as separate and distinct from the 1971-72 Program, the major objectives — the creation of jobs for unemployed people and the provision of useful community services remain the same. Financial support in the form of contributions will be given to municipalities, organizations, groups and private individuals to assist them in mounting projects which will contribute to the objectives of the Local Initiatives Program.

The program will be administered so that the benefits are as widespread as possible and that duplication of effort is avoided.

#### Project Features

1. Projects should be capable of being implemented very quickly so that the main employment impact occurs between December 1972 and May 1973. This program will only support projects between December 1, 1972 and May 31, 1973.
2. Projects must create employment for unemployed people. This employment should be over and above that which would normally take place during the period from December 1972 to May 1973.
3. The minimum size project eligible for support will be one that provides at least 15 man months of employment.
4. Project sponsors must designate their hiring intentions. They will be required to use the services of the Canada Manpower Centres in hiring unemployed persons and to demonstrate plans to hire persons who are receiving unemployment insurance or social assistance and who are seeking work.
5. Project sponsors must demonstrate that their projects will be soundly and efficiently managed.
6. Project sponsors must comply with all applicable municipal, provincial and federal regulations and ordinances, relating to permits, minimum wage laws, adequate safety precautions, collective agreements, workmen's compensation, unemployment insurance, Canada and Quebec Pension Plans, etc.
7. The amount of federal support given to a project will directly relate to wages and other costs. For wages the federal contribution will be based on the level of prevailing wages and skills required for each project but will not exceed an average of \$100. per man per week. In addition up to \$17 per man per week will be provided to cover other costs such as employer contributions (U.I.C., C.P.P./Q.P.P., Holiday Pay, Workmen's Compensation, etc.), materials, supplies, rentals, etc. The maximum federal contribution allowable per project will not exceed \$200,000. Each sponsor must demonstrate that any funds required for the project, in addition to the federal funds applied for, will be obtained from other sources.
8. Federal support will be made through contributory payments. Each project sponsor will be required to provide periodic reports on which the project can be evaluated.

## PROGRAMME DES INITIATIVES LOCALES ORGANISATIONS ET GROUPEMENTS

### Renseignements à l'intention des auteurs de demandes

#### Introduction

*Le Programme des initiatives locales, qui a été si bien accueilli par le public en 1971-1972, sera repris en 1972-1973.*

*Même si le Programme des initiatives locales de 1972-1973 est entièrement distinct de celui de 1971-1972. Toutefois le but principal que vise le Programme des initiatives locales demeure inchangé, à savoir la création d'emplois pour les chômeurs tout en procurant d'utiles services communautaires, demeurent les mêmes. Des municipalités, des organisations, des groupements et des individus recevront encore un appui financier qui les aidera à mettre sur pied des initiatives répondant aux objectifs du Programme des initiatives locales.*

*Le Programme sera administré de manière à faire profiter le plus grand nombre possible de citoyens et à éviter le chevauchement des services.*

#### Caractéristiques des initiatives

1. *La réalisation des initiatives devrait pouvoir débuter incessamment de manière que ses effets se fassent sentir surtout entre décembre 1972 et mai 1973. Le Programme contribuera à la réalisation des initiatives entre le 1<sup>er</sup> décembre 1972 et le 31 mai 1973 seulement.*
2. *La réalisation d'une initiative doit créer des emplois pour les chômeurs générant un taux d'emploi supérieur au taux normal prévu de décembre 1972 à mai 1973.*
3. *Pour être admissible, l'initiative doit créer au minimum 15 mois-hommes d'emploi.*
4. *Les auteurs des demandes doivent indiquer le mode prévu d'embauchage. Ils devront avoir recours aux services des Centres de Main-d'oeuvre du Canada pour embaucher des chômeurs, et manifester leur intention d'embaucher des prestataires d'assurance-chômage ou d'assistance sociale à la recherche d'un emploi.*
5. *Les auteurs des demandes doivent démontrer clairement que l'initiative sera administrée de façon saine et efficace.*
6. *Les auteurs des demandes devront se conformer à tous les règlements, décrets et ordonnances municipaux, provinciaux et fédéraux applicables, par exemple, se procurer les permis nécessaires, se conformer aux lois sur le salaire minimum, prévoir des mesures de sécurité adéquates, respecter les conventions collectives, les règlements sur l'assurance contre les accidents de travail et sur l'assurance-chômage, les régimes de pension du Canada et du Québec, etc.*
7. *L'aide fédérale sera proportionnelle au coût de la main-d'oeuvre et aux autres frais. La part du gouvernement fédéral, pour ce qui est des salaires, sera fondée sur le taux prévalant des salaires et sur les compétences requises pour réaliser chaque initiative, mais ne sera pas supérieure, en moyenne, à \$100 par semaine-homme. Un montant additionnel, soit jusqu'à \$17 par semaine-homme, pourra servir à couvrir d'autres frais tels les contributions de l'employeur (assurance-chômage, régimes de pension du Canada et du Québec, congé payé, assurance-accident du travail, etc.), achat de matériel et de fournitures, location, etc. Le gouvernement fédéral versera au maximum \$200,000 par initiative. Chaque parrain devra indiquer clairement comment les fonds requis pour l'initiative, autres que les fonds fédéraux demandés, seront obtenus d'autres sources.*
8. *L'aide fédérale prendra la forme de versements contributifs. Les parrains devront soumettre périodiquement des rapports qui permettront d'évaluer leurs réalisations.*



9. Federal financial support under this program will terminate May 31, 1973. Projects which indicate that they cannot be completed by that date must demonstrate that they have concluded arrangements for continued financial support from other sources. Projects, however worthy, which require continuing Local Initiatives Program support beyond May 31, 1973, cannot be considered for support.
10. Applications from municipalities must have prior approval of their provincial government.
11. Contributions will not be made to any costs in which the federal government now shares, or is required to share with another level of government.
12. Projects should be of a non-profit nature.
13. Revenue earned during the term of the project must go toward reducing project costs.
14. Large construction projects (the total cost of which is in excess of \$500,000) will not be eligible for support under the Local Initiatives Program.
15. In the assessment of projects higher priority will be given to projects which undertake community services rather than task-oriented projects.
16. Projects which propose to provide services or facilities affecting the social objectives and spending priorities of other levels of government will be subject to consultation between the Department of Manpower and Immigration and the province concerned.
17. The final date for receiving applications will be December 31, 1972.

#### Project Examples

It is expected that Canadians will continue to conceive projects which not only create employment for the unemployed but contribute to community betterment. The following are examples of the types of projects which could be considered within the scope of the program. It is emphasized that this list is not meant to be exhaustive but only to provide illustrations.

- Community groups or associations may wish to develop services for children, the elderly or the handicapped.
- Groups may wish to carry out projects related to general improvement of the environment.
- Native groups may wish to employ their members in improving community facilities and services.
- Cultural and social organizations may wish to expand their programs.
- Co-operative organizations may wish to employ people in projects that may have a limited revenue but that are not profit making.
- Organizations may wish to sponsor projects providing minor repairs to substandard housing.
- Community "store front" services may be expanded or improved by having facilities repaired or adding support staff.
- Groups specially organized for the purpose of creating employment for themselves may propose projects to provide new services to their communities.

9. Dans le cadre de ce programme, l'aide financière fédérale prendra fin le 31 mai 1973. Dans le cas de projets qui ne pourront être terminés à cette date, les auteurs de demandes devront démontrer qu'ils ont conclu des ententes leur permettant de compter sur d'autres sources pour poursuivre leurs activités après le 31 mai 1973.
10. Les demandes des municipalités doivent être approuvées au préalable par le gouvernement de leur province.
11. Aucune contribution ne sera versée pour couvrir des frais que le gouvernement fédéral partage déjà ou qu'il doit partager avec un autre niveau de gouvernement.
12. Les initiatives doivent être à but non lucratif.
13. Les recettes perçues pendant la réalisation du projet devront servir à en réduire le coût.
14. Les projets de construction de grande envergure (dont le coût total dépasse \$500,000) ne seront pas admissibles au Programme des initiatives locales.
15. Lors de l'évaluation, les projets visant à mettre sur pied des services communautaires auront priorité sur les projets, uniquement orientés vers la main-d'oeuvre.
16. Les projets qui proposent de créer des services ou des installations ayant une incidence sur les objectifs sociaux et sur les priorités de dépenses d'autres niveaux de gouvernement feront l'objet d'une consultation entre le ministère de la Main-d'oeuvre et de l'Immigration et la province concernée.
17. La date limite de réception des demandes a été fixée au 31 décembre 1972.

#### Exemples d'initiatives

Les Canadiens continueront sans doute de concevoir des projets qui, en plus de créer des emplois pour les chômeurs, contribueront au mieux-être de la collectivité. Voici des exemples de types généraux d'initiatives admissibles dans le cadre du Programme. Soulignons que la liste suivante n'est pas exhaustive et ne sert que d'exemple.

- Groupements communautaires et associations souhaitant améliorer des services offerts aux enfants, aux personnes âgées ou aux handicapés.
- Groupements qui voudraient réaliser des projets visant l'amélioration générale de leur environnement.
- Groupements autochtones désireux d'employer leurs membres pour améliorer les installations et les services communautaires.
- Organismes culturels et sociaux souhaitant amplifier leurs programmes.
- Organisations coopératives qui souhaiteraient employer des gens dans des entreprises à revenu restreint, mais exploitées sans but lucratif.
- Organisations communautaires désireuses de parrainer des initiatives qui permettront des améliorations mineures aux habitations qui, présentement, ne répondent pas aux normes.
- Groupements d'aide communautaire voulant élargir ou améliorer leurs services en rénovant leurs installations ou en augmentant leur personnel de soutien.
- Groupements organisés spécialement en vue de créer des emplois pour leurs membres et qui proposent des initiatives susceptibles de fournir de nouveaux services à leur communauté.





## PROJECTS WHICH WILL NOT BE SUPPORTED INCLUDE THE FOLLOWING EXAMPLES:

- Projects which subsidize profit making enterprises.
- Projects which provide financial support to persons who are employed.
- Projects which support pure leisure activities solely for the sponsors.
- Large construction projects, i.e., projects having a total cost in excess of \$500,000
- Projects which will require continued federal funding after May 31, 1973.

Applications whose projects are approved will be required to enter into formal contractual agreements with the Department of Manpower and Immigration and will be required to maintain an adequate system of revenue and expenditure including pay records indicating days worked and amounts paid, receipts for disbursements and a general record of the project activities. All projects will be subject to financial audit during their operation and following its completion.

## GUIDELINES TO THE COMPLETION OF THE APPLICATION FORM

Your local Canada Manpower Centre will assist you in the completion of the application form.

It is emphasized that final authority for approval or rejection of applications DOES NOT rest with your local C.M.C. but with either the Regional offices or National Headquarters of the Department of Manpower and Immigration.

The following guidelines are related to the item numbers appearing on the application form.

Please read instructions and type or print clearly in black ink.

### 1. Project Title and Address

Enter the title by which the project can be identified and give the full mailing address of the project. Be sure to include the postal code, where applicable. If the project is approved, this name will appear on all subsequent official documents.

### 2. Municipality, Organization, Group or Private Individual Proposing this Project

Enter the name of the municipality, organization, group or private individual sponsoring the project.

### 3. Address

Enter the full mailing address of the applicant and the business telephone number. Be sure to include the postal code where applicable.

### 4. Names of Sponsors of the Project

Enter the names, titles, addresses and telephone numbers of two officers authorized to represent the municipality, organization or group. In the case of a project sponsored by a private individual, enter the name of that individual.

### 5. Expected Start Date

Enter the date on which you plan to start the project. It is emphasized that the commencement date must not be prior to December 1, 1972. All projects are expected to commence within 15 days of receipt of the signed contract.

### 6. Expected Completion Date

Enter the date on which you expect the project to be completed.

## EXEMPLES D'INITIATIVES NON ADMISSIBLES:

- Projets qui subventionnent des entreprises à but lucratif.
- Projets accordant une aide financière à des personnes qui sont, en fait, en emploi.
- Projets qui appuient des activités de loisirs au seul profit des promoteurs.
- Importants projets de construction, par exemple, ceux dont le coût total dépasse \$500,000.
- Projets qui exigeraient l'aide financière du gouvernement fédéral après le 31 mai 1973.

Tous les auteurs de projets approuvés devront conclure un accord formel avec le ministère de la Main-d'oeuvre et de l'Immigration, tenir une comptabilité adéquate où l'on trouvera, par exemple, les recettes et les dépenses, une feuille de paye indiquant le nombre de jours de travail et les montants versés et les pièces justificatives des paiements. On devra aussi rédiger un compte rendu général du déroulement du projet. Tous les projets seront l'objet de vérifications pendant leur réalisation et une fois parachevés.

## INSTRUCTIONS POUR REMPLIR LE FORMULAIRE DE DEMANDE

Votre Centre de Main-d'oeuvre du Canada vous aidera à remplir le formulaire de demande.

Il est à noter que l'approbation ou le rejet des demandes NE relèvent PAS de votre CMC, mais des bureaux régionaux et de l'Administration centrale du ministère de la Main-d'oeuvre et de l'Immigration.

Les instructions suivantes se réfèrent aux numéros correspondants du formulaire de demande.

S'il-vous-plaît lire attentivement les instructions et dactylographier ou écrire en lettres moulées à l'encre noire.

### 1. Titre du Projet et adresse

Inscrire le titre qui désigne le projet et son adresse postale complète. N'oubliez pas d'inclure le code postal, s'il y a lieu. Si le projet est approuvé, ce nom figurera subséquentement sur tous les autres documents officiels.

### 2. Municipalité, Organisation, Groupe ou personne qui propose ce Projet

Inscrire le nom de la municipalité, de l'organisation, du groupement ou de la personne qui parraine l'initiative.

### 3. Adresse

Inscrire l'adresse postale complète de l'auteur de la demande et son numéro de téléphone d'affaires. N'oubliez pas d'ajouter le code postal, s'il y a lieu.

### 4. Noms des parrains du Projet

Inscrire les noms, titres, adresses et numéros de téléphone de deux représentants officiels de la municipalité, de l'organisation ou du groupement. S'il s'agit d'une initiative parrainée par une seule personne, inscrire le nom du parrain.

### 5. Date de début prévue

Inscrire la date à laquelle les travaux doivent commencer. Soulignons que la réalisation du projet ne doit pas commencer avant le 1<sup>er</sup> décembre 1972. Toutes les initiatives devraient commencer dans les 15 jours suivant la réception du contrat dûment signé.

### 6. Date d'achèvement prévue

Inscrire la date prévue d'achèvement de l'initiative.





## 7. Describe Work to be Undertaken

THIS IS A VERY IMPORTANT PART OF THE PROJECT SUBMISSION. Describe the project in terms of the goals and objectives and activities to be undertaken. You should provide details as to the scope, planning, organization and administration of the project as they relate to your goals and objectives. State how the work will be scheduled and how progress will be measured. **DO NOT HESITATE TO INCLUDE AS MUCH INFORMATION AS YOU THINK IS NECESSARY AND USE AS MANY SUPPORTING PAGES AS NECESSARY.**

### 8. In what way does the project meet a community need?

State how this project will:

- (a) benefit the community
- (b) provide new or expanded services for the community.

### 9. If the project will have a continuing cost after the expected completion date (Item 6), how is it proposed to cover these costs?

Many projects will have a continuing cost after completion. For example, taxes may be payable in subsequent years on a structure which is created, alterations or repairs may be necessary after the project has concluded, services provided by the project to the community may have to be continued after the support from the Local Initiatives Program is completed, etc. Explain how it is proposed to finance such continuing costs.

### 10. Did you or your group previously receive funds under the Local Initiatives Program?

Answer Yes or No. If the answer is no, proceed to question 11. If the answer is yes, give project number and/or the title and location of the project.

### 11. Are you receiving or have you applied for any other funds from the federal, provincial or municipal government for this Project?

If yes, explain: Describe the nature of the grant, its source and state the amounts received or to be received. Attach to your application copies of any documents which support your statement.

### 12. What action is proposed to ensure satisfactory project management and Financial Control.

State how it is proposed to provide the skills necessary to manage the project and to administer the funds. For example, state whether you have an adequate bookkeeping system or are you intending to hire a bookkeeper and/or a manager. If you propose to carry out either or both of these duties yourself, describe your skills or experience in these fields.

### 13. 1) Name the Canada Manpower Centre through which your project employees are to be hired.

#### 2) If workers are not to be hired through a Canada Manpower Centre, explain.

There are more than 350 Canada Manpower Centres across the country which will assist you in the recruitment of workers for your project. You are required to use the services of a Canada Manpower Centre in hiring workers for your project. State the name of the Canada Manpower Centre from which you intend to recruit workers. If there are reasons why you cannot use these services, please explain.

## 7. Décrivez les travaux qui seront entrepris

**CETTE PARTIE EST TRÈS IMPORTANTE.** Décrivez le projet en fonction des buts, des objectifs et des activités qui seront entrepris. Veuillez fournir des détails sur l'envergure, la planification, l'organisation et l'administration du projet concernant vos buts et objectifs. Dites comment le travail sera programmé et comment les progrès seront mesurés. **N'HÉSITEZ PAS À INCLURE TOUS LES RENSEIGNEMENTS QUE VOUS JUGEREZ NÉCESSAIRES, ET UTILISEZ AUTANT DE PAGES ADDITIONNELLES QU'IL LE FAUDRA.**

### 8. Comment cette initiative répond-elle à un besoin de la communauté?

Dites comment l'initiative:

- (a) profitera à la communauté
- (b) fournira à la communauté des services nouveaux et plus étendus.

### 9. Si l'initiative doit continuer d'occasionner des frais après la date prévue d'achèvement (partie 6) comment prévoit-on couvrir ces frais?

Bon nombre d'initiatives continueront d'occasionner des frais après leur achèvement. Par exemple, il y aura des taxes à payer au cours des années subséquentes pour une construction, il y aura des modifications ou des réparations à faire après que l'initiative aura pris fin, les services fournis par l'initiative à la communauté devront peut-être se poursuivre sans l'appui du Programme des initiatives locales, etc. Dites comment vous vous proposez de couvrir ces frais.

### 10. Votre groupement a-t-il déjà reçu des fonds dans le cadre du Programme des initiatives locales?

Répondez oui ou non. Si la réponse est non, passez à la question 11. Si la réponse est oui, inscrivez le numéro, le titre et l'adresse du projet.

### 11. Recevez-vous ou avez-vous demandé d'autres fonds du gouvernement fédéral, provincial ou municipal pour cette initiative?

Si oui, précisez: décrivez la nature de la subvention et sa source, et indiquez les montants reçus ou à recevoir. Annexe à votre formulaire de demande des copies de tous les documents à l'appui de votre déclaration.

### 12. Quelles mesures sont prévues pour assurer la bonne gestion du projet et un bon contrôle financier?

Dites comment vous vous proposez d'obtenir les compétences nécessaires à la gestion du projet et à l'administration des fonds. Par exemple, avez-vous un système comptable adéquat? Avez-vous l'intention d'embaucher un comptable et (ou) un gérant? Si vous vous proposez de vous acquitter vous-même de l'une de ces deux fonctions ou des deux, dites quelle compétence ou quelle expérience vous possédez dans ces domaines.

### 13. 1) Nommez le Centre de Main-d'oeuvre du Canada où les employés seront embauchés pour cette initiative.

#### 2) Si les travailleurs ne doivent pas être recrutés par l'entremise du Centre de Main-d'oeuvre du Canada expliquez.

Il y a, au pays, 350 Centres de Main-d'oeuvre du Canada qui vous aideront à recruter vos travailleurs, et vous devez avoir recours à leurs services pour embaucher les travailleurs qui participeront à votre initiative. Donnez le nom du Centre de Main-d'oeuvre du Canada par l'entremise duquel vous avez l'intention de recruter les travailleurs. S'il y a des raisons pour lesquelles vous ne pouvez utiliser ces services, veuillez préciser.



#### 14. Estimated Project Costs

Your estimated project costs should be built up on the attached Worksheet(s) (Form M&I 1028-1&2 (9/72) and your attention is drawn to the notes (See Item No.19) for completing the Worksheet. **THIS WORKSHEET MUST ACCOMPANY YOUR APPLICATION.** The totals from the Worksheet should be transferred to the appropriate boxes on the Application Form, e.g., the appropriate figures at Items 19 and 20 on the Worksheet should be transferred to the appropriate "Wages" and "Other Costs" boxes respectively in Item 14 on the Application Form.

The total cost of the project for each month is the sum of the "Total Wages" and "Total Other Costs" for each month. In order to avoid arithmetic errors which may delay the processing of your application, it is recommended that you ensure that the total shown in the box marked "C" in Section 14 of the Application Form is the same whether the figures in the "total" column are added down or whether the monthly figures in the "Total Cost of Project" are added across. All figures should be to the nearest dollar.

#### 15. Estimated Number of Workers Required for Each Month

Transfer figures as indicated from Worksheet, Item 19 to appropriate month.

#### 16. Number of Man Weeks Required for Each Month

Transfer figures as indicated from Worksheet, Item 19.

#### 17. Proposed Method of Financing Project

In Section 14 of the Application Form, you were required to enter the estimated total costs of your project. The purpose of this section (Section 17) is to ascertain how you anticipate to finance these costs. In many instances the contribution that is expected from the Local Initiatives Program will cover the entire cost of the project. It is emphasized, however, that there are limits to the amounts that can be paid under the Local Initiatives Program, and if your total project costs exceed the amount allowable under the program, you should have additional funds to cover the remaining cost. If the project is to be approved, it will be necessary to demonstrate that you have sufficient funds to cover all costs.

##### 17(a) Contribution from the Local Initiatives Program

Enter the total figures provided in question 14 into the appropriate places as described on the application form. This is the basis on which your contract value will be calculated if your application is successful, and the method by which your subsequent payment will be calculated.

The figure at (M) should be the total of the figures at (G) and (L), and represents the amount of money for which you are applying from the Local Initiatives Program.

##### 17(b) Funds from Other Sources

Great care should be taken in estimating any revenue which it is anticipated that the project will earn during its life. An over estimate of this item may result in the project running into serious financial difficulties.

If additional funds for the project are to be provided, state the amount and the source from which you expect to obtain these funds. Documentary evidence from these sources should be attached to support these statements.

#### 14. Coût prévu de l'initiative

*Le coût prévu de l'initiative doit être calculé sur la «Feuille de calcul» ci-jointe (formulaire M&I 1028-1&2 (9/72) et nous attirons votre attention sur les instructions (voir paragraphe 19) pour remplir la Feuille de calcul. CETTE FEUILLE DE CALCUL DOIT ÊTRE ANNEXÉE AU FORMULAIRE DE DEMANDE. Les totaux de la feuille de calcul doivent être transcrits dans les cases appropriées du formulaire de demande, par exemple les chiffres des parties 19 et 20 de la feuille de calcul doivent être transcrits aux cases appropriées concernant les «salaires» et «autres frais» respectivement, à la partie 14 du formulaire de demande.*

*Le coût total de l'initiative pour chaque mois est la somme du «total des salaires» et du «total des autres frais» pour chaque mois. Pour éviter les erreurs de calcul qui pourraient retarder l'étude de votre demande, veuillez vous assurer que le total figurant à la case «C», à la partie 14 du formulaire de demande, est le même, que les chiffres de la colonne «total» soient additionnés verticalement, ou que les chiffres mensuels en regard de «coût total de l'initiative» soient additionnés horizontalement. Tous les chiffres doivent être arrondis au dollar près.*

#### 15. Nombre prévu de travailleurs pour chaque mois

*Tel qu'indiqué à la partie 19 de la feuille de calcul au mois approprié.*

#### 16. Nombre de semaines-hommes requis pour chaque mois

*Transcrire, tel qu'indiqué, les chiffres de la partie 19, de la feuille de calcul.*

#### 17. Méthode prévue de financement

*A la partie 14 du formulaire de demande, on vous a demandé d'inscrire le coût total prévu de l'initiative. L'objet de cette partie (partie 17) est de nous assurer de la méthode par laquelle vous prévoyez couvrir ces frais. Dans bon nombre de cas, la contribution attendue du Programme des initiatives locales couvrira tous les frais. Toutefois, soulignons qu'il y a des limites aux montants qui peuvent être versés dans le cadre du Programme des initiatives locales, et si le coût total de votre initiative dépasse le montant permmissible en vertu du Programme, vous devriez avoir des fonds additionnels pour couvrir le reste des frais. Évidemment, pour mener le projet à bonne fin, vous devrez démontrer que vous avez les fonds suffisants pour couvrir tous les frais.*

##### 17(a) Contribution du Programme des initiatives locales

*Inscrire aux endroits appropriés, le total qui figure à la question 14 tel qu'indiqué sur le formulaire de demande. Si votre demande est acceptée, ces chiffres serviront de base pour calculer la valeur du contrat, et pour déterminer la méthode de calcul des versements subséquents.*

*Le chiffre en (M) devrait être le total des chiffres qui figurent en (G) et en (L) et représente le montant que vous demandez au Programme des initiatives locales.*

##### 17(b) Fonds d'autres sources

*On devrait estimer avec soin les revenus probables de l'initiative au cours de sa réalisation. Une surestimation des recettes pourrait conduire à de sérieuses difficultés financières.*

*Si des fonds additionnels sont prévus, indiquez-en le montant et la source. Des documents provenant de ces sources devront être annexés pour appuyer ces déclarations.*





### 18(a) Certification

All projects must be certified by the sponsor. If the sponsor is an organization, certification must be signed by a responsible officer of the organization, and the application must be accompanied by a document indicating this organization's support of the project.

### 18(b) Endorsement

All applications must be endorsed.

1. If the applicant is a municipality, the application must be forwarded to the appropriate Provincial or Territorial Government for endorsement to the effect that the respective government concurs with the project which is being proposed.

2. It is important to realize that endorsement by a Provincial or Territorial government indicates only that the government is in agreement with the aims of your project. **It does not imply that the application will automatically be approved by the Federal Government.** The final decision will be communicated directly to you by the Department of Manpower and Immigration, Local Initiatives Program.

3. If the applicant is an organization, group or private individual, the endorsement must be obtained from a prominent official such as a Bank Manager, Municipal Official, Police Officer, Minister of Religion, Medical Doctor, Lawyer, School Principal or representatives of a community organization etc. before the application is submitted.

### INSTRUCTIONS ON HOW TO COMPLETE THE PROJECT COST ESTIMATE WORKSHEET (Form M&I 1028-1&2)

Project Cost for each month should be indicated under the appropriate month on the Project Cost Estimate Worksheet(s) (M&I 1028-1&2). The attached sample should serve as a guide to the completion of this part of your application.

### 19. Wages

**Type of Workers Required** — List the type of workers you intend to employ for the project, e.g., manager, bookkeeper, labourer, electrician, clerk, typist, etc. You will note that this column is listed once on each sheet which covers a three month period. If the type of workers change, and there is insufficient space to include them on one worksheet, use a separate sheet for each month.

#### Number of Workers

Enter the number of each type of worker that you intend to employ during the month specified at the top of the block.

#### Number of weeks to be worked

Enter the number of weeks you intend to employ each worker during the month specified at the top of the block. Round off any partial weeks to full weeks.

As a month normally includes a part week, it will be necessary to treat some months as though they include five weeks so that the whole period of the work is covered.

It is recommended that January and May should be considered as having five weeks, and the remainder four if the proposed work periods cover these months.

#### Total Number of Man Weeks

Arrive at a total by multiplication of the "Number of Workers" and the "Number of Weeks to be Worked" as indicated in sample Worksheet attached.

### 18(a) Déclaration

*Tous les projets doivent être certifiés par le parrain. Si le parrain est une organisation, la déclaration doit être signée par un responsable de l'organisation, et le formulaire de demande doit être accompagné d'un document attestant l'appui de cette organisation.*

### 18(b) Caution

*Toutes les demandes doivent faire l'objet d'une caution.*

1. *Si l'auteur de la demande est une municipalité, la demande doit être envoyée au gouvernement de la province ou du territoire en cause pour qu'il donne son assentiment au projet proposé.*

2. *Il est important de se rendre compte que la caution du gouvernement d'une province ou d'un territoire indique seulement que le gouvernement est d'accord avec les buts de votre projet. Cela ne sous-entend pas que la demande sera automatiquement approuvée par le gouvernement fédéral. La décision finale vous sera communiquée directement par le ministère de la Main-d'œuvre et de l'Immigration, Programme des initiatives locales.*

3. *Si l'auteur de la demande est une organisation, un groupement ou une personne, la caution sera obtenue d'un personnage en vue, par exemple: gérant de banque, membre du conseil municipal, policier, ministre du culte, médecin, avocat, principal d'école, représentant d'une organisation communautaire, etc., avant de présenter la demande.*

### INSTRUCTIONS POUR REMPLIR LA FEUILLE DE CALCUL DU COÛT PRÉVU DE L'INITIATIVE (Formulaire M&I 1028-1&2)

*Le coût de l'initiative pour chaque mois devra être indiqué sous le mois approprié sur la feuille de calcul du coût prévu de l'initiative (M&I 1028-1&2). Le spécimen ci-joint devrait servir de guide pour remplir cette partie de votre demande.*

### 19. Salaires

**Types de travailleurs requis** — *Dressez la liste des types de travailleurs que vous avez l'intention d'employer à l'initiative, par exemple, gérant, comptable, manoeuvre, électricien, commis, dactylo, etc. Veuillez noter que cette colonne figure sur chaque feuille couvrant une période de trois mois. Si les types de travailleurs changent et que vous n'avez pas assez d'espace pour les inclure tous sur la même feuille, veuillez en utiliser une pour chaque mois.*

#### Nombre de travailleurs

*Inscrire le nombre de chaque type de travailleurs que vous avez l'intention d'employer au cours du mois précisé au haut du bloc.*

#### Nombre de semaines de travail

*Inscrire le nombre de semaines pendant lesquelles vous avez l'intention d'employer chaque travailleur au cours du mois précisé au haut du bloc. Arrondissez toutes les semaines incomplètes.*

*Comme un mois comprend normalement une partie de semaine, vous devrez considérer que certains mois comptent cinq semaines pour que la période entière de travail soit couverte.*

*N'oubliez pas de tenir compte que janvier et mai comptent cinq semaines et les autres mois quatre semaines si les périodes de travail proposées se placent dans ces mois.*

#### Total des semaines-hommes

*Calculez le total en multipliant le nombre de travailleurs par le nombre de semaines de travail, tel qu'indiqué sur la feuille de calcul ci-jointe.*





#### **Weekly Wage Rate**

Enter the appropriate amount for each type of worker. This wage rate should correspond to the prevailing wage rate for each type of worker in the area. If you are not aware of a prevailing wage rate for a certain occupation, your nearest Canada Manpower Centre will be pleased to assist you in determining what rate should be included.

#### **Total Wages**

Arrive at total wages by multiplication of the "Total number of Man-Weeks" and the "Weekly Wage Rate" as indicated in sample Worksheet attached.

PLEASE CHECK YOUR CALCULATIONS AS AN ERROR MAY CAUSE A DELAY IN THE PROCESSING OF YOUR APPLICATION. After satisfying yourself that the totals are correct they should be transferred to the appropriate places on the application form as indicated.

#### **20. Other Costs**

For each month of the project duration insert an estimate in dollars against each category of cost. Please remember that the first four items listed, U.I.C., C.P.P. or Q.P.P., Workmen's Compensation and Employee Holiday Pay, are usually compulsory payments according to Provincial or Federal laws, and in some provinces the fifth (Health Insurance) is also compulsory. The cost of these must, therefore, be included in your estimates.

If you envisage that you will have types of costs other than those shown, please describe them in the area marked "other costs".

#### **AFTER YOU HAVE COMPLETED YOUR APPLICATION FORM:**

1. Check all calculations to ensure accuracy.
2. Attach the Application Form to Project Cost Estimate Worksheet(s) and any other supporting documents.
3. **MUNICIPALITIES:** Mail your application to the Provincial Government Co-ordinator who will forward your application to the appropriate Regional Office of the Department of Manpower and Immigration.

**OTHER SPONSORS:** Return your completed application along with the worksheet and supporting documents to the Canada Manpower Centre serving you.

**PLEASE REMEMBER IF YOU HAVE ANY PROBLEMS IN THE COMPLETION OF YOUR APPLICATION, YOUR LOCAL CANADA MANPOWER CENTRE IS THERE TO ASSIST YOU.**

#### **Taux de salaire hebdomadaire**

Inscrivez le montant approprié pour chaque type de travailleurs. Ce taux de salaire devrait correspondre au taux de salaire prévalant pour chaque type de travailleurs dans votre région. Si vous n'êtes pas au courant du taux de salaire prévalant pour un certain métier, le Centre de Main-d'oeuvre du Canada le plus près de chez vous sera heureux de vous aider à le déterminer.

#### **Total des salaires**

Calculez le total en multipliant le nombre de semaines de travail par le taux de salaire hebdomadaire, tel qu'indiqué sur la feuille de calcul ci-jointe.

**VEUILLEZ VÉRIFIER VOS CALCULS PARCE QU'UNE ERREUR PEUT RETARDER L'ÉTUDE DE VOTRE DEMANDE.** Après vous être assuré que les totaux sont précis, vous devez les transcrire, tel qu'indiqué, aux endroits appropriés sur le formulaire de demande.

#### **20. Autres frais**

Pour chaque mois que dure la réalisation du projet, inscrivez une estimation en dollars vis-à-vis de chaque catégorie de frais. Veuillez vous rappeler qu'en vertu des lois fédérales ou provinciales, la participation aux quatre premiers articles de la liste — assurance-chômage, régime de pension du Canada ou du Québec, assurance-accident de travail, et congés payés — est ordinairement obligatoire et que, dans certaines provinces, la participation au cinquième (assurance-santé) est aussi obligatoire. Les frais de ces obligations doivent donc être inclus dans vos estimations.

Si vous prévoyez des frais autres que ceux indiqués, veuillez les mentionner à la partie «autres frais».

#### **APRÈS AVOIR REMPLI VOTRE FORMULAIRE DE DEMANDE:**

1. Vérifiez tous les calculs pour vous assurer de leur précision;
2. Annexez le formulaire de demande à la feuille de calcul du coût prévu de l'initiative, de même que toute autre pièce justificative;
3. **MUNICIPALITÉS:** Adressez votre formulaire de demande au Coordonnateur du gouvernement provincial qui la fera parvenir au Bureau régional approprié du ministère de la Main-d'oeuvre et de l'Immigration.

**AUTRES PARRAINS:** Retournez le formulaire de demande dûment rempli, de même que la feuille de calcul et les pièces justificatives, au Centre de Main-d'oeuvre du Canada qui vous sert.

**SI VOUS ÉPROUVEZ DES DIFFICULTÉS À REMPLIR VOTRE FORMULAIRE, N'HÉSITEZ PAS À FAIRE APPEL AU CENTRE DE MAIN-D'OEUVRE DU CANADA.**



PROJECT COST ESTIMATE WORK SHEET  
CÔÛT PRÉVU DE L'INITIATIVENOTE: THIS WORKSHEET MUST ACCOMPANY YOUR APPLICATION  
NOTA: CETTE FEUILLE DE CALCUL DOIT ÊTRE ANNEXÉE À LA FORMULE DE DEMANDE

## 19. WAGES - SALAIRES

TYPE OF WORKERS REQUIRED (LABOURER, PLUMBER, CLERK, ETC.) TYPES DE TRAVAILLEURS REQUIS (OUVRIERS, PLUMBIERS, CLERQUES, ETC.)	FOR THE MONTH OF POUR LE MOIS DE			MARCH - MARS	
	No. of Workers Nbre de travailleurs	No. of Weeks to be worked Nbre de sem- aines de travail	Total No. of Man-Weeks Total des sem.-hommes	Weekly Wage Rate Taux de salaire heb.	TOTAL WAGES TOTAL DES SALAIRES
Labourers	4	4	16	85.	1360.
Manoeuvres					
Carpenter					
Menuisiers	1	2	2	110.	220.
Bookkeeper					
Comptable	1	4	4	90.	360.
Clerk-Typist					
Commis-dactylo	2	4	8	80.	640.
Social-Workers					
Travailleurs-Sociaux	2	4	8	100.	800.

## 20. OTHER COSTS - AUTRES FRAIS

Unemployment Insurance Assurance-chômage	30.
Canada Pension Plan / Québec Pension Plan Régime de pension du Canada / du Québec	52.
Workers' Compensation Insurance Assurance - accidents du travail	67.
Employers' Holiday Pay	135.
Health Insurance Assurance - Santé	SP
Transportation and Travelling Expenses Frais de transport et de voyage	100.
Equipment and Office Rental Location d'équipement et de bureaux	87.
Materials and Supplies Matériaux et Approvisionnements	21.
Telephone and Postage Téléphone et affranchissement du courrier	18.
Other Costs (Please Detail) Autres frais (préciser)	36.
Office Supplies/Articles de bureau - papeterie Power/Electricité	
TOTALS - Transfer to TOTALS - Transcrire à la	546.

M. 81, 1028 - 3 (9-72)

## OFFICIAL USE ONLY - RÉSERVÉ À L'ADMINISTRATION

Project Name - Nom du projet

Project No. - No du projet

FOR THE MONTH OF POUR LE MOIS DE			MAY - MAI		
No. of Workers Nbre de travailleurs	No. of Weeks to be worked Nbre de semaines de travail	Total No. of Man-Weeks Total des semaines-hommes	Weekly Wage Rate Taux de salaire hebdomadaire	TOTAL WAGES TOTAL DES SALAIREs	
2	4	8	85.	680.	
1	4	4	110.	440.	
1	4	4	90.	360.	
2	4	8	80.	640.	
4	4	16	100.	1600.	
10	QUESTION 15	40	QUESTION 14A	3720.	

QUESTION 16

33.
58.
68.
136.
100.
92.
24.
12.
28.
551.

TRANSFER TO  
TRANSCRIRE À LAQUESTION  
14B



### APPENDIX 3

Procedures for Co-ordination of the 1972-73  
L.I.P. Proposals Review Within the Social  
Development Policy Field





A P P E N D I X

III

PROCEDURES FOR CO-ORDINATION OF 1972-73 L.I.P.

PROPOSALS REVIEW WITHIN THE  
SOCIAL DEVELOPMENT POLICY FIELD

November 1972

David R. Cole, Director  
Community Development Branch  
Ministry of Community and Social Services



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PROCEDURES FOR L.I.P. PROPOSAL REVIEWWITHIN SOCIAL POLICY FIELD

1. Social Policy Co-ordinator receives copy of proposal from Provincial Co-ordinator.
2. Proposal reviewed by Social Policy Co-ordinator, summary description completed, and Ministry contact person determined.
3. Clerk completes request for review form, card index and file folder.
4. Clerk copies proposal and files copy of proposal and request for Ministry review.
5. Messenger delivers proposal and review form to Ministry contact person identified.
6. Steps 1-5 completed within 24 hours.
7. Messenger picks up completed review forms and proposals from Ministry contact 48 hours later and delivers to Social Policy Field Co-ordinator for signature.
8. Social Policy Field Co-ordinator gives completed forms to clerk who files one copy of completed review form and gives proposal and two copies of review form to messenger.
9. Messenger delivers proposal and completed review forms to Provincial Co-ordinator.
10. Steps 7-9 completed within 48 hours.
11. In those cases where proposals involve more than one program objective (i.e. sport, public housing), reviews will be simultaneously requested from these program areas. These reviews together with a summary review completed by the Social Development Policy Field Co-ordinator will be forwarded to the Provincial Co-ordinator.

Total time in Policy Field - 3 days

Total time in Ministry - 2 days





## REQUEST FOR L.I.P. PROPOSAL REVIEW

NOTE: COMPLETE 4 COPIES

- ORIGINAL - POLICY FIELD CO-ORDINATOR
- COPY 2 - PROVINCIAL CO-ORDINATOR
- COPY 3 - MINISTRY CONTACT
- COPY 4 - L.I.P. OFFICIAL

PROPOSAL NAME		FILE NO.
GRANT \$	PERSONS EMPLOYED	
LOCATION		
MINISTRY		CONTACT PERSON

(CIRCLE CHOICE)

PROPOSAL CONCEPT PRIORITY RANKING VIS A VIS MINISTRY OBJECTIVE	2	3	1	5	4
PROPOSAL REGION PRIORITY RANKING VIS A VIS MINISTRY OBJECTIVE	3	5	4	1	2
PROPOSAL RANKING VIS A VIS MINISTRY OBJECTIVE	5	1	3	2	4

COMMENTS ON PROPOSAL					
SUMMARY RATING					

REVIEW COMPLETED BY	BRANCH	DATE
---------------------	--------	------

FORWARDED TO PROVINCIAL CO-ORDINATOR

DATE	POLICY FIELD CO-ORDINATOR
------	---------------------------

FORWARDED TO CANADA MANPOWER AND IMMIGRATION

DATE	PROVINCIAL CO-ORDINATOR
------	-------------------------

## INSTRUCTIONS FOR COMPLETING L.I.P. PROPOSAL REVIEW

The attached form has been prepared to enable a rapid and simple review of individual proposals.

The summary information at the top of the sheet has been completed in the office of the Policy Field Co-ordinator.

The objective of the review is to enable input by Ministries in the selection of L.I.P. proposals and to inform program personnel of potential proposals relating to their activities.

There are five aspects included in the review.

1. Ranking of the proposal concept.

This refers essentially to what activities or program the proposal wishes to pursue. The ranking of the concept then should reflect the importance of the proposed activities in terms of similar program interests of the Ministry or Branch.

2. Ranking of the region of the proposal.

This refers to where the activities are to be pursued. The ranking of the region should again reflect whatever regional priorities exist for the Ministry or Branch.

3. Proposal ranking.

This refers to the how part of the proposal. The review here refers not to whether the idea is sound or poor but rather to the competence which seems to be reflected in the proposal itself for the activity or program to be carried out.

It is possible of course to have any combination of rankings for the first three. For example, a proposal concept may be ranked low, the region high and the proposal itself as middling.

4. The Comments section provides an opportunity for very brief comment on other factors deemed important for consideration. It may be for example that while the proposal is ranked highly on all three counts, the particular activities suggested in that area would result in conflict with some other similar program.

5. The summary rating requires a pooling of the first four to arrive at a summary rank

A scale from 1 - 5 has been used with 1 indicating highest and 5 indicating the lowest priority or rank.

The person completing the review should sign and date the form and indicate the Branch he is with. In many cases, the contact person may be the reviewer.

It is suggested that those submitting the proposal not be contacted. The intention of the review is to assess its validity in terms of Ontario Government Program Objectives. It is expected that Ministry staff can complete the review without extensive investigation. The time frame in which we are operating does not afford the possibility for more.

The review request and proposal will be hand-delivered to Ministry contacts identified by the Policy Field Co-ordinator.

The review must be completed within 48 hours and will be picked up by messenger for return to the Policy Field Co-ordinator. Completed reviews and proposals should not enter internal mailing systems.

The success of the review process is predicated on our ability to process proposals quickly while at the same time making valid comments.

# SOCIAL DEVELOPMENT POLICY FIELD L.I.P. REVIEW CO-ORDINATION

## Alphabetical Card Index

- Purpose:
1. To record status of proposal review for easy and rapid access.
  2. To enable follow-up.
  3. To facilitate file entry and retrieval.

## Mechanism

Simple rotating card index under two major categories.

- A. Pending -- listing all proposals as they are received from Provincial Co-ordinator during the assessment period.
- B. Completed - Recording all proposals reviewed and returned to Provincial Co-ordinator.

## Utilization

1. Status - The status of any proposal review will be facilitated through recording of basic information relating to each proposal on the index card as indicated below. Essential information to be contained includes: Name of proposal, Federal file number, Ministry contact person, Date request received, forwarded, returned and forwarded to Provincial Co-ordinator, Summary rating, Federal approval or refusal date.
2. File Entry or Retrieval - Files will be maintained numerically possibly using the file number used by the Federal Government. The alphabetical card index system provides a cross-index system for file retrieval and will include the file number along with other data. This means the file can be located through either the file number or the name of the proposal.
3. Follow-up - Since time is crucial in this process, follow-up must be automatic for those reviews still pending after three days. The card index Pending Category then will be divided into first, second and third days. As soon as any card becomes a third day card, they will be followed up by the co-ordinator clerk, with the Social Development Field Co-ordinator and Ministry contact personnel listed.







Sample Index Card

<u>Proposal:</u>	
<u>File No:</u>	
<u>Ministry Contact:</u> (Name & Local)	
Request for Review Dates	
<u>Received</u>	<u>Forwarded</u>
1.	2.
<u>Returned</u>	
3.	4.
Rating:	
Date of Federal Approval:	
Refusal:	

Note: In those cases where more than one program area is being asked to review a proposal, note should be made on the Index Card of the contact persons to whom the request has been submitted. The request should remain in the pending category until all reviews relating to that proposal are received from the Ministry contact.

The name of the Ministry contacts should be pencil-checked on the index card indicating receipt of the review from that person and the review form filed.

The co-ordination clerk would continue to draw to the attention of the Social Development Field Co-ordinator those reviews not yet received until all reviews on that proposal are in hand. When all are received, they should be given to the Social Development Policy Field Co-ordinator for preparation of a summary review.



SOCIAL DEVELOPMENT POLICY FIELD L.I.P. REVIEW CO-ORDINATION CLERK ROLE

1. Types data as received from Social Development Policy Field Co-ordinator on review form.
2. Records data on alphabetical index card as indicated.
3. Opens new file.
4. Copies proposal.
5. Files proposal.
6. Prepares envelope for delivery to Ministry contact person and inserts proposal and attaches review form.
7. Gives envelope to messenger for delivery.
8. Receives completed review form and proposal from Social Development Field Co-ordinator signed.
9. Records recommendation rank on index card and date received and forwarded.
10. Files copy of completed review form.
11. Forwards copies of completed review forms and proposals to Provincial Co-ordinator by messenger.
12. Transfers index card from Pending - to Completed category.
13. Daily indicates to Social Development Field Co-ordinator reviews pending for more than two days.
14. On instruction from Social Development Policy Field Co-ordinator follows up by phone to Ministry contact person.
15. Records on weekly statistical summary all completed reviews and their disposition - i.e. approval or refusal according to information received from Federal Government.
16. Other typing and clerical duties as required by Community & Social Services Ministry Co-ordinator and Social Development Policy Field Co-ordinator.

Note: In those cases where more than one program area is being asked to review a proposal, note should be made on the Index Card of the contact persons to whom the request has been submitted. The request should remain in the pending category until all reviews relating to that proposal are received from the Ministry contact.



Note (continued)...

The name of the Ministry contacts should be pencil-checked on the index card indicating receipt of the review from that person and the review filed.

The co-ordination clerk would continue to draw to the attention of the Social Development Policy Field Co-ordinator those reviews not yet received until all reviews on that proposal are in hand. When all are received, they should be given to the Social Development Policy Field Co-ordinator for preparation of a summary review.





SOCIAL DEVELOPMENT POLICY FIELD L.I.P. REVIEW CO-ORDINATIONMessenger & Clerical Assistant

1. Picks up proposals for review from office of Provincial Co-ordinator and delivers to Social Development Policy Field Co-ordinator.
2. Picks up proposals for review by Ministry contact from Co-ordination Clerk and delivers to Ministry contact.
3. Picks up completed reviews and proposals from Ministry contacts and hand delivers them to Social Development Policy Field Co-ordinator.
4. Picks up completed proposals and reviews from Co-ordination Clerk for hand delivery to Provincial Co-ordinator.
5. Other duties as assigned.



#### APPENDIX 4

Typical L.I.P. Project Precis



# Appendix IV - Typical L.I.P. Project Precs

## INTENDED APPROVAL

Project Number: K 1489      Reference Code K 72

Project Name:                      Social Service Project

Project Address:                  Bathurst Street  
Toronto

Telephone:           983-6843          

Sponsors Name:                  John Smith

Sponsors Address:              Danforth Avenue

Telephone:           585-8923          

Jobs:                                  12

Manweeks:                          312

Federal Contribution:            \$36,504.00

Activity:                            Multi-faceted service for young and old.  
e.g. School tutoring, visit and comfort  
the elderly, chores for the elderly,  
telephone distress line, youth  
counselling and rehabilitation, help  
the blind.





APPENDIX 5

Alphabetical List of Provincial Reviewing Officers



APPENDIX V

Alphabetical List of Contact Persons to Receive L.I.P. Review  
Requests and Included in Interview Schedule

Amos, J.	-	Director, Regional Administration Branch, 4th floor, Hepburn Block.
Anderson, G.	-	Assistant Director, Citizenship Branch, 24th floor, 400 University, Ministry of Community and Social Services.
Applebaum, L.	-	Director, Province of Ontario Council for the Arts, 151 Bloor St. West, 5th floor. 961-1660
Apted, R. B.	-	Director, Historical & Museums Branch, Ministry of Colleges & Universities, 2nd floor, 77 Grenville.
Bakker, R.	-	Executive Officer, Community Services Division, 25th floor, 400 University.
Basich, M.	-	Co-ordinator, Special Projects, Ministry of Community & Social Services 25th floor, 400 University.
Bradley, R. B.	-	Director, Community Relations Branch, Ontario Housing Corporation, 101 Bloor St. West. 966-3600 Ext. 457
Crawford, L.	-	Director, Homes for the Aged Branch, Office of Aging 5th floor, Hepburn Block, Ministry of Community and Social Services.
Drybrough, J.	-	Executive Officer, Justice Policy Field, Room 211, Legislative Building.
Etchen, E.	-	Director, Research and Planning Br. 6th floor, Hepburn Block Ministry of Community and Social Services.
Ferchat, G.	-	Deputy Minister, <del>Ministry Department</del> of Health, 10th floor, Hepburn Block.
Hansen, J.	-	Training & Development Service Grants, Ministry of Health, Research & Planning Branch, Macdonald Block, 1st floor. 965-5887



Magder, E.	-	Director, Childrens & Youth Institutions Branch, 7th floor, Hepburn Block, Ministry of Community & Social Services.
Martin, J.	-	Co-ordinator, Regional Business Administration, School Business & Finance Branch, Ministry of Education, 21st floor, Mowat Block. 965-2247
Moore, Dr. J. E.	-	Public Health Division, Ministry of Health, 6th floor, Hepburn Block. 965-7793
Murdoch, A.W.	-	Director, Archives Branch, Colleges & Universities, 3rd floor, 77 Grenville. 965-7149
Neville, E.	-	Director, Womens Bureau, Dept. of Labour, 10th floor, 400 University.
Roedde, W. A.	-	Director, Provincial Library Service Branch, Colleges & Universities, 14th floor, Mowat Block. 965-2696
Schankula, H. J.	-	Director of Administration, Addiction Research Foundation, 33 Russell Street, Toronto 4, Ontario. 595-6042
Smith, B.	-	Family Benefits Branch, Ministry of Community and Social Services, 4th floor, Hepburn Block.
Sohn, H.	-	Director, Vocational Rehabilitation Branch, 4th floor, Hepburn Block.
Spence, J.	-	Director, Family Services Branch, 5th floor, Hepburn Block, Ministry of Community and Social Services.
Stapleford, E.	-	Director, Day Nurseries Branch, Ministry of Community & Social Services, 7th floor, Hepburn Block.





Strang, A.	-	Executive Assistant, Vocational Rehabilitation Branch, 4th floor, Hepburn Block, Ministry of Community & social Services.
Tarleton, M.	-	Executive Assistant, Deputy Minister's Office, Colleges and Universities, 6th floor, Mowat Block.
Taylor, P.	-	Executive Officer, Resources Policy Field, Room 447, Legislative Buildings.
Welldon, W.	-	Director, Indian Community Branch, Ministry of Community & Social Services, 24th floor, 400 University.
Westerlage, H.	-	Provincial Research Grants, Ministry of Health, 1st floor, Macdonald Block. 965-2403
Wittenberg, R.	-	Consultant, Sports & Recreation Branch, 23rd floor, University, Ministry of Community and Social Services.



APPENDIX V

Mr. B. McLeod	-	Municipal Subsidies Branch
P. Taylor	-	Resources Policy Field
Participants in that interview included:		
Brian Clunery	-	Strategic Planning Branch Ministry of the Environment.
Harold Broom	-	Department of Transportation and Communications
George Ashenden	-	Development & Operations Section, Parks & Recreation Division. Ministry of Natural Resources.
George Gear	-	Director, Program Analysis, Department of Food and Agriculture



APPENDIX 6

Interview Schedule





APPENDIX VI

INTERVIEW SCHEDULE

Ministry: \_\_\_\_\_

Branch: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Reviewing Officer: (if different) \_\_\_\_\_

A. IMPRESSIONS OF L.I.P. AND SIMILAR GRANT PROGRAMS

1. Do you feel that it was necessary for the Ontario Government to evaluate L.I.P. proposals?

Yes \_\_\_\_\_

No \_\_\_\_\_

Comment \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

2. Do you feel that your evaluations of the applications had any bearing on their ultimate approval or rejection?

Comment \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. If not, why not? If so, how?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



4. Do you feel that Federal projects such as L.I.P. are necessary?

a) If so, how?

---

---

---

b) If not, why?

---

---

---

5. Do you feel that most L.I.P. projects achieve what they set out to do?

Yes \_\_\_\_\_

No \_\_\_\_\_

Comment \_\_\_\_\_

---

---

---

If not, would you attribute it to,

a) Insufficient funding

---

b) Lack of supervision

---

c) Lack of controls

---

d) Lack of knowledge of the area to be tackled

---

e) Other

---



6. Have you had any negative feedback from any of the projects which you reviewed?

Yes \_\_\_\_\_

No \_\_\_\_\_

If so, why was there criticism leveled at the program?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. Did you feel in any of the projects that you reviewed that:

a) Too much money was being appropriated?

Yes \_\_\_\_\_

No \_\_\_\_\_

b) That certain projects were encroaching on provincial jurisdiction?

Yes \_\_\_\_\_

No \_\_\_\_\_

If so, how?

\_\_\_\_\_  
\_\_\_\_\_

8. From your subsequent knowlege of the project, do you feel that the initial application presented a fair estimation of the project objective?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

No further knowlege.

\_\_\_\_\_





9. Do you feel the provincial government should continue its role in the assessment of future L.I.P. projects?

Yes \_\_\_\_\_

No \_\_\_\_\_

If not, why?

\_\_\_\_\_  
\_\_\_\_\_

10. Could you suggest any modifications in the system employed this year?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

11. If you were asked to describe L.I.P. project would you speak of it:

a) as a job training program?

\_\_\_\_\_

b) as an alternative to a Welfare Assistance Program?

\_\_\_\_\_

c) as a labour supply source for social service agencies?

\_\_\_\_\_

d) as a source of innovative programs initiated at the local level

\_\_\_\_\_

e) other

\_\_\_\_\_



12. Given L.I.P.'s philosophy of encouraging and supporting projects arising through needs identified at the local level, and initiated by citizens, as well as those suggested or sponsored by established agencies and organizations, do you feel that this is an approach which should be pursued more vigorously by our program managers and Ministries?

Comment \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



B. MECHANICS OF REVIEW PROCESS

1. Did you find that, within the time framework allowed, that you had sufficient time to review the applications?

Yes \_\_\_\_\_

No \_\_\_\_\_

If not, how much more time did you need?

\_\_\_\_\_

\_\_\_\_\_

2. Did you, in the course of reviewing the applications, seek any follow-up information on the project?

Yes \_\_\_\_\_

No \_\_\_\_\_

3. Were you already familiar with any of the projects which you reviewed?

Yes \_\_\_\_\_

No \_\_\_\_\_

If so, how many were you familiar with?

\_\_\_\_\_

\_\_\_\_\_

4. Did you find that you had sufficient information about the projects?

Yes \_\_\_\_\_

No \_\_\_\_\_

If not, what was lacking?

\_\_\_\_\_

\_\_\_\_\_





5. Did the review of L.I.P. applications cause any stress on the day-to-day office procedure?

---

If so, how?

---

---



C. L.I.P. Projects Vis a Vis Branch-Ministry Projected Programming

1. In ranking L.I.P. applications, what was your major consideration:

a) that they were providing an innovative and otherwise unavailable service

---

b) that they were fulfilling a need or activity expressed in your Branch

---

c) that they were fulfilling a program need or activity in your Branch but financially not feasible at the present time

---

d) that they were providing income to those who would otherwise require financial assistance

---

e) other

---

2. Did the types of L.I.P. projects you reviewed:

a) complement the program needs and activities of your Branch

---

b) reflect the program needs and activities of your Branch

---

c) seem contrary to the program needs and objectives of your Branch

---



d) act as extensions of the program needs and activities  
of your Branch

---

e) other

---

3. Did the projects you reviewed improve the accessibility  
of your client group to your Branch?

Yes \_\_\_\_\_

No \_\_\_\_\_

If so, how?

---

---

4. Did the projects you reviewed and ranked as favorable  
have any impact on policy planning?

---

---

5. Did the projects you reviewed have any effect on your  
field operations?

---

If so, how?

---

---





6. Did the projects reviewed necessitate in any way budgetary appropriations from your Branch in order to provide service linkage with agencies in your operating network?

Yes \_\_\_\_\_

No \_\_\_\_\_

If so, how much?

\_\_\_\_\_  
\_\_\_\_\_

7. Did the projects reviewed necessitate any input from your staff in terms of information, personnel assistance, setting up guidelines, etc.

\_\_\_\_\_  
If so, to what degree?

\_\_\_\_\_  
\_\_\_\_\_

8. a) Would you consider extending any of the projects reviewed and since assessed as part of a provincial program?

Yes \_\_\_\_\_

No \_\_\_\_\_

Comment \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_



b) Would it be financially feasible to incorporate some of the projects into the provincial framework?

Yes \_\_\_\_\_

No \_\_\_\_\_

Comment \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

9. Have the L.I.P. projects you reviewed in any way eased some of the burden of social service delivery needs in your area?

Yes \_\_\_\_\_

No \_\_\_\_\_

If so, how?

\_\_\_\_\_

\_\_\_\_\_

10. Did you feel that the L.I.P. projects were essentially proposing a duplication in services already in existence?

Yes \_\_\_\_\_

No \_\_\_\_\_

Comment \_\_\_\_\_

\_\_\_\_\_

11. In considering those projects approved by the federal government, and given a high ranking in your own review, how would they rank in terms of your Branch's long range program objectives?

1      2      3      4      5



APPENDIX 7

L.I.P. Data Card





\* Indicates this data  
is on each card,  
regardless of application  
type

L.I.P. DATA CARD

1. Project Number, columns 1-5 (\*)

"K" in column 1 for all cards.

2. Application Type, column 6 (\*)

"1" - received and reviewed after prior federal approval

"2" - reviewed before approval.

"3" - reviewed before non-approval.

"4" - approved, not reviewed, and received after L.I.P.  
terminated from Harrigan; no review data.

"5" - approved, and handled by TEIGA: no review data

"6" - approved applications reviewed by Resources and  
Justice Policy Fields: no review data.

"7" - applications returned to TEIGA as inappropriate to  
the recipient's area of responsibility; no review  
data.

"8" - insufficient review data within Social Policy Field  
applications.

3. Proposed No. of Jobs, columns 7-9

Proposed no. of jobs on application. (six month average)

4. Planning Region, column 10 (\*)

"1" - North-Western Region

"2" - North-Eastern Region

"3" - Eastern Region

"4" - Central Region

"5" - South-Western Region



5. Proposed No. of Man-Weeks, columns 11-14 (\*)

Proposed no. of man weeks on application.

6. Requested Federal Contribution, columns 15-20 (\*)

Requested federal contribution on the application to the nearest dollar.

7. Federal Contribution, columns 22-27 (\*)

To be interpreted as:

- (i) actual federal contribution if an approved project
- (ii) requested federal contribution if a rejected project.

8. Project Type, columns 28-29 (\*)

See Schedule A.

9. Reviewing Ministry, columns 30-31 (\*)

- "00" - returned to TEIGA as not applicable to that policy field; not reviewed.
- "01" - Ministry of Colleges and Universities.
- "02" - Ministry of Education.
- "03" - Ministry of Community & Social Services.
- "04" - Ministry of Health.
- "05" - Resources Policy Field.
- "06" - Ministry of Revenue.
- "07" - Federal Co-ordinator.
- "08" - Justice Policy Field.
- "09" - Treasury, Economics & Intergovernmental Affairs.

10. Reviewing Branch, columns 32-33

See schedule B.

11. Contact Person, columns 34-35

See schedule C.



12. Reviewing Person, columns 36-37  
See schedule C.
13. Proposal Concept Priority Ranking, column 38  
1 to 5 ranking; see schedule D.
14. Proposal Region Priority Ranking, column 39  
1 to 5 ranking; see schedule D.
15. Proposal Ranking, column 40  
1 to 5 ranking; see schedule D.
16. Comments, column 41  
"0" - additional comments made )  
"1" - no comments made ) see schedule D.
17. Summary Ranking, column 42  
1 to 5 ranking; see schedule D.
18. Date of Approval/Non-Approval, columns 43-47  
Day, month, and year (one digit).  
(only for application types 1, 2, 3, and some 8)
19. Approval/Non-Approval, column 48 (\*)  
"0" - approved.  
"1" - not approved.





20. Related No. of Man-Months. Columns 51-53.

To be interpreted as:

for approved applications - man-months funded by  
the federal government

for rejected applications - equivalent of projected  
man-weeks indicated on application as measured in man-months.

21. Date received by Federal Co-ordinator. columns 54-58

Day, month, and year (one digit).

22. Date Received by Policy Field Co-ordinator, columns 59-63

Day, month, and year (one digit).

23. Date Forwarded to Contact Person, columns 64-68

Day, month, and year (one digit).

24. Date Returned from Contact Person, columns 69-73

Day, month, and year (one digit).

25. Date Forwarded to Provincial Co-ordinator, columns 74-78

Day, month, and year (one digit).



## SCHEDULE A

### Research

- 1.0 Environmental
- 1.1 Sociological
- 1.2 Community Service
- 1.3 Historical
- 1.4 Educational
- 1.5 Recreation
- 1.6 Natural Sciences
- 1.7 Ethnic
- 1.8 Other

### Recreational

- 2.0 People Oriented
- 2.1 Facility Oriented
- 2.2 Special Recreation Services - Handicapped, Retarded

### Social Services

- 3.0 Community Enrichment (incl. volunteer services)
- 3.1 Referral Services for
  - Retarded
  - Handicapped
  - Senior Citizens
- 3.2 Education
- 3.3 Pollution Clean-up & Conservation & Beautification
- 3.4 Drop In Centres
- 3.5 Legal, Medical Aid
- 3.6 Rehabilitation Services & Counselling
- 3.7 Day Care Centres
- 3.8 Property Improvements, Shopping Services
- 3.9 Other



SCHEDULE A  
(continued)

Cultural

- 4.0 Theatre
- 4.1 Photography, Films
- 4.2 Music
- 4.3 Arts & Crafts (Therapeutic & Otherwise)
- 4.4 Library
- 4.5 Historical Sights - Restoration & Refinishing
- 4.6 Museums
- 4.7 Other

Miscellaneous

- 5.0 Parkland Development
- 5.1 Housing
- 5.2 Construction, Labour Projects
- 5.3 Multi-Service Centres (Community Information, Crisis Centres, Community Outreach and Development)
- 5.4 Services for Immigrants





SCHEDULE B

Reviewing Branches.

- 01 Regional Administration - C. & S. S.
- 02 Youth & Recreation - C. & S. S.  
(now called "Sport & Recreation")
- 03 Provincial Library Service - C. & U.
- 04 Homes for the Aged - C. & S. S.
- 05 School Business & Finance - Education
- 06 Archives - C. & U.
- 07 Historical & Museums - C. & U.
- 08 Ontario Arts Council - C. & U.
- 09 Applied Arts & Technology - C. & U.
- 10 Child Welfare - C. & S. S.
- 11 Community Development - C. & S. S.
- 12 Capital Support
- 13 Community Centre Section - C. & S. S.
- 14 Communications - Health
- 15 Indian Community - C. & S. S.
- 16 Mental Retardation Services
- 17 Vocational Rehabilitation Services - C. & S. S.
- 18 Social Services Consulting - C. & S. S.
- 19 Deputy Minister's Office - Health
- 20 Deputy Minister's Office - C. & U.
- 21 Psychiatric Services - Health
- 22 Children Services - Health
- 23 Assistant & Rehabilitation Division
- 24 Occupational Chest Disease Section



SCHEDULE B  
(continued)

- 25 Research & Planning - Health
- 26 Day Nurseries - C. & S. S.
- 27 Municipal Welfare Administration - C. & S. S.
- 28 Childrens & Youth Institutions - C. & S. S.
- 29 Citizenship - C. & S. S.
- 30 Extended Care - Health
- 31 Addiction Research Foundation - Health
- 32 Ontario Housing Corporation - Revenue
- 33 Public Health Division



SCHEDULE C

Contact or Review Person

00 Unknown	26 Strang
01 Amos	27 Battistelli
02 Wittenberg	28 Johnston
03 Roedde	29 Spence
04 Crawford	30 Ives
05 Martin - Education	31 Willems
06 Murdoch	32 McLellan
07 Apted	33 Kelly
08 Styrmø	34 Seddon
09 Applebaum	35 Hamilton
10 Whitham	36 Randell
11 Benning	37 Moore
12 Bradley	38 Cserepy
13 Thorpe	39 Myle
14 Buller	40 Hansen
15 McCullough	41 Welldon
16 Bakker	42 Stapleford
17 Schankula	43 Casavant
18 Ferchat	44 Williams - C. & S. S.
19 Bain	45 Patrick
20 Wheaton	46 Magder
21 Basich	47 Lepik
22 Secord	48 Evans
23 Zarfaz	49 Svegzda
24 Holmes	50 Appolloni
25 Sohn	51 Tate





SCHEDULE C  
(continued)

52	King	65	Wood
53	Anderson	66	Lurie
54	Sepp	67	Raefraut
55	Valin	68	Grayham
56	Bradley	69	Clarke
57	Brodski	70	Russell
58	Mealing	71	Pitt
59	Davenport	72	Charko
60	Wigle	73	Swicker
61	Cleary	74	Sunder
62	McKay	75	Winters
63	McKay	76	Szalowski
63	Siemens	77	Martin _ Health
64	Cole	78	Jackson



APPENDIX 8

Submission by the Sub-committee on Criteria  
and Evaluation of the Metro L.I.P. Steering  
Committee



A P P E N D I X

VIII

SUBMISSION BY THE  
SUB COMMITTEE ON  
CRITERIA AND EVALUATION  
OF THE METRO L. I. P.  
STEERING COMMITTEE

To be included in its entirety  
as an appendix to the task force report  
on L.I.P. in relation to the province.

" My aim and philosophy of government is to  
provide leadership and direction and the  
opportunity for people to solve their own problems."

PREMIER WILLIAM DAVIS.





The following statement incorporates much of the same material as was included in our initial presentation to Mr. Welch and Mr. Brunelle at the meeting of the 27th. of June. Our position and view of L.I.P. initiated programmes and their relationship to the province was clearly stated in that brief, and has not changed in any substantial way since then. Therefore it would seem to us that the most valid statement that we can submit to you is a reiteration of the ideas presented at that meeting.

We would like it noted that the provincial task force on L.I.P. was proceeding and had in fact virtually concluded its study of L.I.P. in relation to the province without having at any time consulted with L.I.P. workers or service recipients. It is only due to our initiative that our input is included in this report at all, and this only at the very last moment.

In our view the success of L.I.P. initiated services comes directly out of the uniqueness of their structure, the community based nature of their programmes and their achievements in terms of personal and community growth. This is clearly an indication of the direction community services should be moving in this province and across Canada.

In the last year and a half the validity of the programme has been demonstrated time and time again by the continued successful operation of L.I.P. projects, the dedication of their workers, and the positive effects they have had in all areas of community life and development. This must bring into question the necessity of using outside expertise and the bureaucratic model in community planning, service delivery and policy formulation.

Though the federal government may have begun L.I.P. to alleviate the unemployment problem the project workers and the people they served, saw it as a chance to use government funds (their funds) to meet local community needs. As sound a principal as this is, most governments and social service agencies have so far failed to recognize their individual and collective responsibility to fund such services.

In spite of the bureaucratic attitudes of the funding source most projects felt themselves primarily responsible to their communities and their workers. One of the manifestations of this principal is the co-operative structure of many of the projects. This was, in part, an attempt to insure that projects would be not only open but responsive to community input. Many projects felt strongly that they should not be patterned after the established institutions which had contributed to the problems with which they were attempting to deal.

From our point of view, the point of view of L.I.P. workers, the federally initiated L.I.P. programme has opened up both a precedent for funding and has also uncovered a large number of hitherto unseen and unserved



'communities of need' We feel, that it is a definite mistake to talk about L.I.P. funding as having created expectations - the expectations were always there, and it is only now, for the first time, that these expectations are being met.

We have consistently been rebuffed and refused funding on the basis of an insufficiency of provincial moneys for the support of an extensive network of community based projects.

We would agree that under the present budget, with the present system of governmental priorities the necessary funding will require more effort to find.

However in your publically available list of 'printed priorities' there are two statements we would like to draw to your attention:

1. " Premier Davis has from the outset of his administration declared his intention to reduce unemployment by all possible means.

Towards this end all government undertakings are considered in the light of encouraging new employment opportunities throughout the province".

and secondly, the listed social priorities:

2. "...rehabilitation programmes, services to the aged, the young, families, more accessible day care, residential services AND community programmes with self help groups, immigrants and native people".

The existing network of L.I.P. initiated community based services fall into and in some cases straddle these areas of service; so we must wonder why it is that the government, in the face of this, is willing to create unemployment for several thousand people while cutting back on the types of programs which they themselves have set as a priority, and further more removing worthwhile social services from the very people who they are constitutionally obliged to provide them for. We must therefore, strongly oppose, not the priorities that have appeared in print, but those upon which the government seems to be acting

We therefore stress that it is the responsibility of the government to continue funding to existing community services and to make available funds for the formation of other such community based and initiated projects in which individual members of a community - including project workers - by exercising control in the shaping of their environments, are enabled to realize their potential as individuals and simultaneously benefit the community as a whole. This is what community control should be. This is what our governments and existing social agencies should be doing.



APPENDIX 9

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